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Table 5-1. Construction and Project Controls Observations and Recommendations

No.	Description
	<p>complete prior to the commencement of cable pulling. This separation allows for pulls from point to point without having to coil at each end. Having to coil the cable rather than pulling to its final location creates additional hours due to double handling</p> <p>Recommendation(s)</p> <ul style="list-style-type: none"> • (Priority 1) Create a new, more achievable baseline Level 3 schedule. During development of the schedule, ensure appropriate time is allocated for bulk installation windows • (Priority 1) Update the schedule forecast based on the median range of achievable peak, sustained rates. • (Priority 1) Review quantities by system, and align to the schedule and start-up system waterfall. Prioritize bulk by system turnover demands. Balance this priority with area releases, and methods that would allow the highest productivity to be achieved. Compare system driven quantity curve against peak, sustained rate forecast, and adjust accordingly • (Priority 1) Plan work packages around the most productive methods of bulk installation (e.g. cable trees), with consideration for ability to support system turnovers
CPC36	<p>Observation(s)</p> <ul style="list-style-type: none"> • During the review and analysis of the quantities provided by the Consortium, it was identified that the total quantity of aboveground conduit appears to be high compared to Bechtel historicals • Inversely, the total quantity for cable appears to be low. These quantities were also reviewed from a ratio perspective and result in an overall ratio unlike any of Bechtel's past projects <p>Recommendation(s)</p> <ul style="list-style-type: none"> • (Priority 1) Review the electrical quantities in the annex building and turbine building and update as needed. Revise the Level 2 and 3 schedules and also the bulk curves to align with the account for the new quantities
CPC37	<p>Observation(s)</p> <ul style="list-style-type: none"> • The consortium project schedule is large and complex, forcing daily maintenance and status updates. Varying levels of the schedule are intermingled in the same projects, and are loaded with varying degrees of resource data, resulting in duplication • The Level 1 schedule (as presented in the monthly project review meeting package) effectively highlights the critical path and major project activities on a single page. However, dates are only included for certain activities and a timescale is not provided, therefore target and forecast dates for other major activities are not clear. The schedule also appears to start in January 2015 showing no status of actual work completed prior to that date • The Level 2 schedule is made up of "WBS summary" (work breakdown structure) type activities which are essentially hammock activities for all detailed activities within that WBS. The schedule provides a summary by unit, building, elevation, and commodity, and is fully resource loaded with jobhours through project completion. The Level 2 schedule appears to have many activities working in parallel, which isn't necessarily the case. When viewed at a lower level of detail, the Level 2 hammock (summary) activities capture all activities from fabrication through punch list and touch-up activities. In many cases, fabrication begins several months or more prior to installation, and there are also large gaps between bulk installation and final completion activities within a WBS (work breakdown structure). This approach skews the Level 2 activities

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Table 5-1. Construction and Project Controls Observations and Recommendations

No.	Description
	<p>into much longer durations than when the bulk of the work is actually planned to be performed. Furthermore, as the Level 2 schedule is fully resource loaded, this approach is spreading those resources over a longer period of time, reducing the resulting peak manpower requirements. This can be problematic if the Level 2 schedule is the primary tool being utilized to determine manpower requirements.</p> <ul style="list-style-type: none"> The Level 3 schedule is the detailed working level schedule for the project. Development of this schedule is ongoing, and is currently being reviewed at 6 to 9 month durations beyond the data date. Due to the level of detail and number of activities in this schedule, this schedule is considered to be a Level 5 implementation schedule. Resources are being loaded in the schedule, as well as some quantities, but do not appear to be complete enough to be used for forecasting purposes. The Consortium's project controls group is performing daily reviews of this schedule due to its large size and complexity, and the volume of changes being input on a day-to-day basis. The team has established a good process for managing the existing schedule, but daily updating and reviews are excessive for this size and scope of project. <p><u>Recommendation(s)</u></p> <ul style="list-style-type: none"> (Priority 2) Adjust the Level 1 schedule to include a time-scaled baseline and target and forecast dates for all identified activities. Expand the start of the window schedule to show major project status since project inception. (Priority 1) Create a Level 3 control schedule with no more than 5,000 activities per unit. The Level 2 schedule can be used as a starting point, but would need to be converted to "task" activities as opposed to "hammock activities". The Level 3 schedule should be at a sufficient level of detail to identify all critical interfaces between each phase of the project. The recommended structure is to identify construction activities by unit, building, elevation, area, and commodity. A custom data field should be added to identify systems associated with each activity, to ensure proper tie-in from construction to startup. This schedule should be resource loaded with key quantities and jobhours and maintained/aligned to the current forecast for the project. Weekly meeting and management reviews should use this Level 3 schedule as opposed to lower level schedules. (Other) Develop more detailed Level 5 implementation schedules as needed to manage near-term commitments for critical areas. These can be in Excel rather than Primavera, and in addition to time-scaled format, can be in the form of a bingo-sheet, checklist, or other method to track status. Primavera is currently over-used for this level of the schedule, demanding more maintenance, update, meetings, etc., that strain project resources.

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6. Startup

This section describes the assessment of the startup aspects of the project. Section 6.1 provides a summary of the current status. Section 6.2 provides startup observations and recommendations.

6.1 Current Status

6.1.1 Initial Test Program Organization

The Initial Test Program (ITP) is set up for an integrated organizational approach. The Owners have overall responsibility for the ITP; however, leadership has been delegated to the Consortium, and a WEC employee has been named the test director. The balance of the organization will be a mix of Owner and Consortium supplied personnel.

Reporting to the test director is the Component Test Group (CTG), currently led by a CB&I employee. The CTG will take turnover of systems from construction and conduct component testing. CTG test engineers will be discipline based and will specialize in the type of component tests related to his/her discipline (electrical, mechanical, control systems).

The test director leads the Preoperational Test Group (PTG). The PTG will take system turnovers from the CTG, conduct system start-up and tuning, and write and conduct system preoperational tests. Each PTG test engineer will be the point of contact for each of his/her assigned systems and will manage and execute all system-level testing activities. The project plan currently includes 155 to 160 systems and subsystems.

The Startup Test Group (STG) is also currently led by the test director. The STG will take system/facility turnover from the PTG and will support preparations for fuel load and the power ascension program.

The ITP organization is structured similarly to those used in many nuclear power plant facilities. There is a separation between component testing, system testing, and power ascension testing activities that will facilitate high confidence in the results of the test program. It is a program that integrates the Owner, NSSS supplier, and designer/constructor personnel to leverage the right resources to properly progress through component testing, preoperational testing, and power ascension.

In addition, the currently assigned test director has worked for many years in the nuclear power industry, with a significant track record in operation, outage management, and startup of nuclear power plants. This test director appeared well organized and to have a good grasp of the complexity of the project and how to approach it.

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6.1.2 Test Program Integrity

a. Transition from Construction to the Initial Test Program

To separate the bulk construction program from the ITP, a formal turnover process will designate the official transfer of care, custody, and control from construction to the CTG. Boundary identification packages (BIPs) have been established to break the facility into smaller and more manageable blocks. There are currently about 555 BIPs that will be the basis for turning the facility equipment over to the CTG.

To provide further separation, performance of work activities will switch from the Consortium's QA program to the Owner's QA program. Subsequent construction access to systems transferred to the CTG will be controlled by a work authorization process controlled by the CTG. The work authorization process will provide for the release of work, ensure system configuration supports the nominated construction activity, and identify any required re-testing of components.

The above is intended to provide a high level of confidence that completed testing activities are not invalidated by unauthorized construction activities and are consistent with the approach used in many nuclear power plant facilities.

b. Preoperational Test Procedure Plan

All system preoperational tests will be treated as if they were safety related (i.e., a single development, review, approval, and performance process regardless of the safety significance of the test). The review plan also provides for a full NRC review cycle and a full Joint Test Working Group (JTWG) review/approval cycle prior to test performance and after performance (test results).

Preoperational test specifications are being developed to identify and collect all requirements to be included in each test procedure. The intent is to assemble the design requirements, system parameters, regulatory requirements, ITAAC commitments, and all acceptance criteria for each system. After each test specification is reviewed and approved, the system preoperational test procedure will be developed.

The above is intended to provide a high level of confidence that the preoperational test program adequately demonstrates the integrity of the systems installed in the plant.

c. Startup and Power Ascension Test Procedure Plan

Power ascension test procedures are similar for the new AP1000 units at V.C. Summer and Vogtle, and the Test Director is coordinating a combined effort to get the basic test procedures developed through a sharing of responsibility to develop the procedures. The total list was divided between the two sites. After each site develops its assigned tests, it should be a simple exercise to "localize" each of the procedures to ensure they become specific to each site.

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d. Control Circuit Testing

To verify what has been installed is exactly per the project drawings, the CTG will verify control wiring "point to point" (cold checked) prior to being energized. After cold checking, the circuits will be energized and verified for functional correctness. Initial checks on the control loops may be conducted from remote stations since the current schedule does not suggest the control room will be ready. However, to meet the NRC regulatory guide requirement, those control loops initially verified from remote stations will be re-verified from the control room after it is available. This facilitates an earlier start of control loop functionality to support earlier equipment initial operation as well as final verification to meet the stipulations in the regulatory guide.

e. Component Test Data Base

All component testing is to be tracked, planned, and statused using an Excel spreadsheet (Component Test Matrix) that is currently loaded from a manual takeoff of P&IDs, and it will be kept current through review of all changes issued by engineering. The spreadsheet includes planned durations of each activity, allows entry of actual durations, and calculates percent complete of each and cumulative activities (activity durations should not be confused with jobhours associated with each activity). Real-time updates of completed data records will be made manually on a daily basis, or as turned in to the admin doing the entry, for a reasonably current representation of progress/status. This is separate from the tracking of ITAAC activity progress.

A completions database is a typical, but critical, element in the control and management of the testing activities. What separates this from the typical completions databases is the ability to apply estimated durations to each activity, and use the results to support schedule development. Manloading and leveling of resources will still be performed in the commercial scheduling software.

6.1.3 Training of Operations and Maintenance Personnel

Training of permanent plant operations and maintenance personnel is the responsibility of the Owner. This was not specifically reviewed, however, it was briefly discussed during interviews with the ITP personnel. The current plan includes significant participation of the operations and maintenance personnel in the entire ITP, from component testing through preoperational testing. This is important to the preparation of the plant staff in their assumption of responsibility for system operation prior to fuel load and is consistent with the approach used in many nuclear power plant facilities.

6.1.4 Test Program Staffing

The current staffing plan has a peak (Unit 2/Unit 3 overlap) of 75 WEC test engineers, about 60 CB&I component test engineers, and about 25 Owner personnel. The staffing seems a little higher than the staffing needed based on previous preoperational and startup testing programs at

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nuclear power plant facilities; however, historical dual unit plant startups were typically staggered 12 to 18 months apart, not the 8 to 9 months currently on the project schedule.

The test group will have a dedicated craft labor pool that comes out of construction. The WEC labor budget has been verified against the current staffing plan, while the CB&I budget has not yet been verified but is in progress.

6.1.5 Test Program Schedule

a. Schedule Development/Maturity

The component testing and preoperational testing schedules are developed to the point where prerequisite activities and associated ties are established, and the system-level fragnet templates have been loaded to each startup system. Additionally, standard activity durations have been plugged-in and the group is in the beginning phases of adjusting the durations per the Component Test Matrix and the estimated durations for preoperational tests based on complexity. It is too early to determine if the overall schedule duration will be consistent with the 17 to 18 months currently planned between energization and fuel load, as it may take 3 to 4 months to complete the adjustments and perform resource leveling exercises.

b. Construction Turnover to CTG

Review of the Construction to Component Test Group BIP turnover waterfall schedule indicates turnovers are planned to occur from September 2015 through January 2019; the distribution is as follows:

- 2015: 2 turnovers
- 2016: 44 turnovers (cumulative 46)
- 2017: 475 turnovers: 86% of total (cumulative 521, 94% of the total BIPs)
- 2018: 33 turnovers (cumulative 554)
- 2019: 1 turnover (Cumulative 555)

The current plan calls for 86% (or 475) of the BIPs to be turned over in 2017 alone, which is more than 30 BIPs per month. This is a high rate of turnovers that will be difficult to maintain. Even though the turnover process allows for consolidation of BIPs into fewer, larger turnover packages, this rate still indicates that 86% of the systems will be turned over to the CTG in a 12 month period.

This high number of turnovers produces a cumulative total of 94% at the end of 2017, yet, terminations are shown to be less than 70% complete in most areas. The turnover of completed BIPs does not seem to match the number of terminations completed, as it indicates that the last 6% of the BIPs contain over 30% of the terminations, which does not seem correct.

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In addition, stringing the turnover of systems over a 31-month period may present problems. The concept of simultaneous operations, where bulk construction activities will be conducted in close proximity to components (and potentially systems) that will be energized and in testing introduces the concepts of Permit to Work (Energized Equipment Lockout/Tagout) and NFPA 70E, Standard for Electrical Safety in the Workplace (arc flash protection). This extends the period of time that poses safety risk to personnel and has a higher potential to slow installation of construction bulk and slip schedule. This can all be managed, but, a total turnover duration (first turnover to last turnover) of 18 to 20 months is more typical of nuclear power plant facilities.

The current project schedule indicates an approximate 9 month stagger between Unit 2 and Unit 3 hot functional tests. This is more aggressive than what was experienced on many past nuclear power plant facilities, which could preclude leveraging personnel from Unit 2 on Unit 3, as well as introducing the concept of two new units on the same site overlapping initial fuel load activities and initial power ascension.

6.2 Observations and Recommendations

Startup observations and recommendations are identified in Table 6-1

Table 6-1. Startup Observations and Recommendations

No.	Description
S1	<p>Observation(s) The current ITP staffing plan includes heavy Tech Staff, Operations, and Maintenance staff participation.</p> <p>Recommendation(s)</p> <ul style="list-style-type: none"> (Other) Be diligent with dedication of these resources to support the ITP. The hands-on experience acquired through participation in the test program is important to good performance during the early days of plant initial operation.
S2	<p>Observation(s) The current schedule identifies about 8 months lag between the Unit 2 and Unit 3 hot functional tests. This lag is significantly shorter than previous dual unit nuclear sites, and drives the testing group staffing levels fairly high.</p> <p>Recommendation(s)</p> <ul style="list-style-type: none"> (Priority 2) Evaluate the likelihood of realizing an 8 month lag between Units 2 & 3. If realistic ensure mitigations have been planned in case of events on one of the units while the other is in the vulnerable position of still in the testing phase. If not realistic consider historical lags closer to 12 to 18 months.
S3	<p>Observation(s) The construction turnover of BIPs to the CTG is planned to occur over a 31-month period. This is a long time to have equipment in various stages of testing and layup.</p> <p>Recommendation(s)</p> <ul style="list-style-type: none"> (Priority 2) Consider reducing the duration of the turnover period to 18 months. This may

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Table 8-1. Startup Observations and Recommendations

No.	Description
	<p>permit reallocation of resources to complete systems in a more reasonable schedule, reduce the duration the facility would be in a simultaneous operations mode, and possibly reduce the cost of actually completing BIPs</p>
S4	<p>Observation(s) The timing of construction completion of bulk does not align with the timing of BIP turnovers. At the end of 2017, construction plans to be less than 70% complete with terminations yet plans to have turned over 94% of the BIPs</p> <p>Recommendation(s)</p> <ul style="list-style-type: none"> (Other) Reexamine construction terminations per cent complete compared to BIP turnovers and adjust the project schedule accordingly
S5	<p>Observation(s) The overall PTP organization and program are well thought out and follow proven philosophies and processes</p> <p>Recommendation(s)</p> <ul style="list-style-type: none"> (Other) Continue along this execution plan and make modifications only if project or regulatory changes warrant them

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7. Conclusions

The AP1000 is a first-of-a-kind technology, 10 CFR 52 is a new licensing process, and these are the first new nuclear plants being constructed in the U.S. in decades. Challenges would be expected.

However, the V.C. Summer Units 2 & 3 project suffers from various fundamental EPC and major project management issues that must be resolved for project success:

- While the Consortium's engineering, procurement, and construction plans and schedules are integrated, the plans and schedules are not reflective of actual project circumstances
- The Consortium's project management approach does not provide appropriate visibility and accuracy to the Owners on project progress and performance
- The Consortium's forecasts for schedule durations, productivity, forecasted manpower peaks, and percent complete do not have a firm basis
- There is a lack of a shared vision, goals, and accountability between the Owners and the Consortium
- The Consortium lacks the project management integration needed for a successful project outcome
- The WEC-CB&I relationship is strained, caused to a large extent by commercial issues
- The overall morale on the project is low
- The Contract does not appear to be serving the Owners or the Consortium particularly well
- The issued design is often not constructible resulting in a significant number of changes. The construction planning and constructability review efforts are not far enough out in front of the construction effort to minimize impacts.
- There is significant engineering and licensing workload remaining (currently over 800 engineers). ITAAC closure will be a significant effort.
- Emergent issues potentially requiring NRC approval of LARs remain a significant project concern
- There is a significant disconnect between construction need dates and procurement delivery dates
- The amount of stored material onsite is significant, creating the need for an extended storage and maintenance program

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- Construction productivity is poor for various reasons including changes needed to the design, sustained overtime, complicated work packages, aging workforce, etc.
- The indirect to direct craft ratio is high
- Field non-manual turnover is high
- The Owners do not have an appropriate project controls team to assess/validate Consortium reported progress and performance
- The schedule for the startup test program is in the early stages of development. The BIP turnover rate appears to be overly aggressive

The overall top priority recommendations from Bechtel's assessment that will significantly help to ensure the project is on the most cost efficient trajectory to completion are identified below:

- Owners - Develop an Owners' Project Management Organization (PMO) and supplement current Owner staff with additional EPC-experienced personnel (O&R PM1)
- Owners and Consortium - Align Contract commercial conditions with the project goals and determine the realistic to-go forecast costs for project completion. (O&R PM4)
- Consortium - Remove the 50 mandatory constraints from the Integrated Project Schedule and allow the schedule to move based on the logic. Prioritize the development of mitigation/recovery plans based on their impact to the schedule (O&R CPC25)
- Consortium - Ensure appropriate time is allocated for the installation of bulk commodities (large and small bore piping, pipe supports, cable tray, conduit, cabling). Confirm bulk quantities and update the schedule forecast based on the median range of achievable sustained installation rates (O&Rs CPC5, CPC26, CPC35, CPC36, and CPC37)
- Consortium - Initiate a focused effort to complete WEC known engineering "debt". (O&Rs E2 and E8)
- Consortium - WEC engineering maintain focus on releasing the over 1,000 drawing holds that exist. (O&R E13)
- Consortium - Intensify the efforts of the Strategic Planning group, work package planning, constructability reviews, etc. to identify design changes needed well in advance of the construction need date (O&Rs E7, CPC17, and CPC18)
- Consortium - WEC and CB&I engineering should get ahead of construction and incorporate E&DCRs into design drawings so that construction planning is simplified and takes less time (O&R E10)

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- Consortium – WEC engineering stay on top of emergent technical issues including maintaining focus on the increase in approved DCPs/Doc Pairs requiring closure (O&R E9)
- Consortium – To improve craft productivity and retention, reduce the work week to no more than 48 hours (4-10s and 1-8 hours) and consider a craft incentive of \$1/hour which would only be paid when a reduction in force occurs (O&R CPC13)
- Consortium – Increase manual staffing levels to allow working of all available work areas Evaluate methods to have the craftsmen spend more time at the workplace (O&Rs CPC16 and CPC24)
- Consortium – Simplify and streamline work packages (O&Rs E2, P18, and CPC22)
- Consortium – Complete the inventory revalidation effort and establish a program to continually validate inventory (O&R P5)
- Consortium – Expedite the implementation of blanket purchase orders (O&R P8)
- Consortium – Complete the procurement schedule adherence effort to ensure equipment delivery dates meet construction need dates (O&R P17)

Bechtel recognizes that the recently announced purchase of CB&I nuclear by WEC may change some of the recommendations regarding the Consortium. Nonetheless, most of the recommendations identified in this report still apply to the project under the new EPC contract structure.

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Appendix A

Documents Received from the Owners and the Consortium

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Appendix A

Documents Reviewed from the Owners and the Consortium

Documents reviewed during the assessment are identified in Table A-1.

Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
11	VCS Project Supply Chain Management-Procurement Plan, VSG-GW-GPH-010, 5/8/15, 87 pages	E
11.1	VCS Project Construction Execution Plan (VSG-GW-GCH-001) Rev 2, 11/16/09, 64 pages	E
11.2	VCS Project Resource Scheduling Plan, VSG-GW-GXH-001, 2/6/09, 11 pages	E
11.3	VCS Project Regulatory-Licensing Management Plan (VSG-GW-GH-001) Rev 5, 6/5/09, 14 pages	E
11.4	VCS Project Execution Plan (VSG-GW-GBH-300), Rev 3, 8/13/09, 52 pages	E
11.5	VCS Project Engineering Plan (VSG-GW-GEH-001), Rev 2, 1/18/12, 50 pages	E
11.6	VCS Project Completion and Closeout Plan (VSG-GW-GBH-370), Rev 1, 3/4/09, 19 pages	E
11.7	VCS Integrated Project Risk Management Plan (VSG-GW-GBH-310), Rev 1, 9/5/13, 10 pages	E
11.8	VCS ITAAC Program Execution Plan (VSG-GW-GLH-002), Rev 3, 1/12/15, 37 pages	E
11.9	NNDG-CS-0001 Rev 5 - Oversight of Construction Activities (NNDG-CS-0001), Rev 5, 1/22/15, 8 pages	E
11.10	Project Oversight Strategy Plan, Rev 2, 11/12/14, 28 pages	E
11.11	NNDG-AP-0003 - Oversight Plan Development and Execution (NNDG-AP-0003), 6/11/14, 10 pages	E
11.12	NND-CS-0013 - Risk Assessment of Consortium Construction Activities, 1/22/15, 8 pages	E
11.13	NND-QS-0006 Rev 2 - NND QS Audits, Rev 2, 12/17/15, 40 pages	E
11.14	NND-CS-0013 Attachment 1 From Review 06-18-2015, 6/18/15, 7 pages	E
11.15	NND-AP-0308 Rev 0 - Construction Readiness Review Procedure, 5/29/14, 9 pages	E
11.16	NND-AP-0304 Rev 1 - Construction Oversight, Rev 1, 4/30/13, 11 pages	E
11.17	NND-AP-0024 Rev 3 - Assessment Program, Rev 3, 10/9/14, 83 pages	E
11.18	NND-AP-0018 Rev 5 - Observation Program, Rev 5, 2/3/15, 33 pages	E
11.19	AP1000 Initial Test Program - Commissioning Program and Turnover	E

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
	Plan (VSG-GW-GBH-360), Rev 2) 1/12/15, 129 pages	
1120	NND-AP-0002 Rev 15 - Corrective Action Program (NND-AP-0002), Rev 15, 3/31/15, 63 pages	E
12	V.C. Summer Units 2 & 3 Monthly Status Report - MARCH 2015, 107 pages	E
121	V.C. Summer Units 2 & 3 Monthly Status Report - JUNE 2015, 111 pages	E
122	V.C. Summer Units 2 & 3 Monthly Status Report - APRIL 2015, 116 pages	E
123	V.C. Summer Units 2 & 3 Monthly Status Report - MAY 2015, 112 pages	E
124	2015 07 16 - July PRM (final), 7/16/15, 170 pages	E
125	2015 06 17 - June PRM Slides (Final), 6/16/15, 161 pages	E
126	2015 05 21 - May PRM (final), 168 pages	E
127	2015 04 17 - April PRM (final as presented), 154 pages	E
128	2015 03 17 - March PRM (final), 154 pages	E
13	June 2015 Consortium Monthly Meeting Minutes, 6-18-15, 103 pages	E
131	May 2015 Consortium Project Review Meeting Minutes, 6-17-15, 97 pages	E
132	May 2015 Project Review Meeting Minutes - Owner Comments, 5-21-15, 7 pages	E
133	March 2015 Project Review Meeting Minutes - Owner Comments, 3/19/15, 8 pages	E
134	March 2015 Consortium Project Review Meeting Minutes, 4/8/15, 88 pages	E
135	June 2015 Project Review Meeting Minutes - Owner Comments, 6/18/15, 8 pages	E
136	June 2015 Consortium Project Review Meeting Minutes, 7/14/15, 103 pages	E
137	April 2015 Project Review Meeting Minutes - Owner Comments, 4/16/15, 8 pages	E
138	April 2015 Consortium Project Review Meeting Minutes, 80 pages	E
15	VC Summer Site Overall Craft Staffing (Includes Absenteism and PF) dated 5/5/2015, 1 pages, 11 X 17	HC
151	VC Summer Site Overall Craft Forecast and Actuals, dated 8/27/15, 1 pages, 11 X 17	HC
152	Power Leadership_CBI_as of Jan 2015, 1 page	E
153	NND Staffing_8-15 (Owner Staffing), 2 pages	E
16	Westinghouse Engineering org charts for VCS Assessment, 6-1-15, 7 pages	E
161	NP&MP Org Charts for VCS Assessment - 6-1-15, 6 pages	E

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
162	Westinghouse Nuclear Automation org charts for VCS Assessment - July 28, 2015, 8 pages	E
163	VCS Summer Site Org Chart - CB&I - Jan 2015 1/29/15, 16 pages	E
164	Westinghouse Nuclear Automation org charts for VCS Assessment - July 28, 2015, 8 pages	E
165	Westinghouse Engineering org charts for VCS Assessment - July 28, 2015, 7 pages	E
166	WEC VCS Org Chan - Site 07-28-15, 1 page	E
167	Power_Leadership_CBI_2015 7/15, 1 page	E
168	NP&MP Org Charts for VCS Assessment, 6/1/15, 22 pages	E
169	NP&MP Org Charts for VCS Assessment - July 28, 2015, 22 pages	E
17	Calendar of Weekly/Monthly Meetings (w/Owner attendees highlighted) 3 pages, 8.5 X 11	HC
18	Top 17 Risks - Mitigation Plans (As of August 3, 2015, VC Summer Schedule Risk Register, dated 8/5/15, 14 pages, 8.5 X 11)	HC
181	VCS Items Meeting, dated 9/4/15 9 pages, 8.5 X 11	HC
182	VC Summer Plan of the Day - 9/3/15, 36 pages, PowerPoint, 8.5 X 11	HC
21	Design Completion (Luca Orani, Westinghouse), 5 pages, 8.5 X 11	HC
231	WEC PCC Level 1 Critical Issues List, 3 pages, 11 X 17	HC
232	Issues List, dated 9/4/15, 5 pages, 8.5 X 11	HC
28	Pending DCP List, 9/3/15, 4 pages, 8.5 X 11	HC
281	VC Summer LAR Cross Reference, 9/10/15, 18 pages, PowerPoint, 8.5 X 11	HC
282	Overview of the AP1000 Design Change Process, dated 1/14/15, 18 pages, PowerPoint, 8.5 X 11	HC
29	AP1000 Plant Major Milestones, 28 pages, PowerPoint 8.5 X 11	HC
291	P&ID Revisions (P2P, 8/31/15), 10 pages, 11 X 17	HC
32	Weekly Modules 4 Box Report - 07-14-15 Rev. 1, 37 pages	E
41	VCS 2 & 3 Weekly Construction Metric 15-07-27, 58 pages	E
421	Unit 3 Total CB&I Commodity Percents Complete (graph), dated 9/3/15, 3 pages, 11 X 17	HC
422	VC Summer Site Total CB&I Percents Complete (graph)	HC
423	Unit 2 CB&I Commodity Percents Complete	HC
43	VCS Project Subcontracting Strategy - Report, dated 8/31/15, 17 pages, 11 X 17	HC
44	VC Summer Daily Report 7/21/2015, 7/21/15, 6 pages	E
45	VC Summer Equipment List, 25 pages, 8.5 X 11	HC
51	2015-08-03 Month End U3 Integrated Calc Major Milestone-Key Dates, 6/6/15, 1 page	E
511	2015-08-03 Month End U2 Integrated Calc Major Milestone-Key	E

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No.	Description	Hard Copy (HC) or Electronic (E)
	Dates 8/6/15 1 page	
5 1 2	2015-06-29 Month End U3 Integrated Calc Major Milestone-Key Dates 7/7/15 1 page	E
5 1 3	2015-06-29 Month End U2 Integrated Calc Major Milestone-Key Dates 7/7/15 1 page	E
5 1 4	2015-06-01 Month End U3 Integrated Calc Major Milestone-Key Dates 6/5/15 1 page	E
5 1 5	2015-06-01 Month End U2 Integrated Calc Major Milestone - Key Dates 6/5/15 1 page	E
5 1 6	2015-04-27 Month End U2 Integrated Calc Major Milestone-Key Dates 4/28/15 1 page	E
5 1 7	2015-04-27 Month End U3 Integrated Calc Major Milestone-Key Dates 4/28/15 1 page	E
5 1 8	2015-03-30 Month End U3 Integrated Calc Major Milestone-Key Dates 4/9/15 1 page	E
5 1 9	2015-03-30 Month End U2 Integrated Calc Major Milestone-Key Dates 4/9/15 1 page	E
5 2	2015-08-03 U3 Crit Path ILRT 8/5/15 4 pages	E
5 2 1	2015-08-03 U3 Crit Path COD 8/5/15 4 pages	E
5 2 2	2015-08-03 U2 Crit Path ILRT 8/5/15 4 pages	E
5 2 3	2015-08-03 U2 Crit Path COD 8/5/15 5 pages	E
5 2 4	2015-06-29 U3 Crit Path ILRT 6/30/15 4 pages	E
5 2 5	2015-06-29 U3 Crit Path COD 7/7/15 4 pages	E
5 2 6	2015-06-29 U2 Crit Path ILRT 6/28/15 3 pages	E
5 2 7	2015-06-29 U2 Crit Path COD 7/7/15 4 pages	E
5 2 8	2015-06-01 U3 Crit Path COD 6/3/15 4 pages	E
5 2 9	2015-06-01 U3 Crit Path ILRT 6/4/15 4 pages	E
5 2 10	2015-06-01 U2 Crit Path ILRT 6/3/15 3 pages	E
5 2 11	2015-06-01 U2 Crit Path COD 6/2/15 6 pages	E
5 2 12	2015-04-27 U3 Crit Path IERT 4/30/15 4 pages	E
5 2 13	2015-04-27 U3 Crit Path COD 4/30/15 5 pages	E
5 2 14	2015-04-27 U2 Crit Path ILRT 4/30/15 5 pages	E
5 2 15	2015-04-27 U2 Crit Path COD 4/30/15 4 pages	E
5 2 16	2015-03-30 U3 Crit Path ILRT 4/8/15 4 pages	E
5 2 17	2015-03-30 U3 Crit Path COD 4/6/15 4 pages	E
5 2 18	2015-03-30 U2 Crit Path ILRT 4/1/15 4 pages	E
5 2 19	2015-03-30 U2 Crit Path COD 4 pages	E
6 1	QA Audits at VC Summer 2014/2015, 1 page 8 5 X 11	HC
6 1 1	Quality Assurance Scheduled Surveillances dated 8/26/15 18 pages 8 5 X 11	HC

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
6 5	NND-AUD-201503 Owner's COL and Project Oversight Audit 7/2/15 16 pages	E
6 5 1	NND-15-0247 2015 Corrective Action Program Audit Report. 4/16/15 9 pages	E
6 5 2	NND-15-0143 Parallel Module Fabrication Process Audit Report. 3/24/15 8 pages	E
6 5 3	NND-15-0090 2015 Procurement Processes Audit Report. NND-AUD-201501, 2/20/15 8 pages	E
6 5 4	2015 Audit Schedule Rev 1 6/12/15 2 pages	
7 1	Licensing Weekly 8-3-15, 10 pages	
7 1 1	Licensing Weekly 8-10-15, 10 pages	
7 1 2	Licensing Weekly 7-6-15, 11 pages	
7 1 3	Licensing Weekly 7-27-15, 10 pages	
7 1 4	Licensing Weekly 7-20-15, 10 pages	
7 1 5	Licensing Weekly 7-13-15, 10 pages	
7 1 6	Licensing Weekly 6-8-15, 11 pages	
7 1 7	Licensing Weekly 6-29-15, 12 pages	
7 1 8	Licensing Weekly 6-15-15, 11 pages	
7 1 9	Licensing Weekly 6-22-15, 11 pages	
7 1 10	Licensing Weekly 6-1-15, 11 pages	
7 2 11	2015-08-10 VC Summer NRC Schedule, 3 pages	
7 2 12	2015-08-03 VC Summer NRC Schedule, 3 pages	
7 2 13	2015-07-27 VC Summer NRC Schedule, 3 pages	
7 2 14	2015-07-20 VC Summer NRC Schedule, 3 pages	
7 2 15	2015-07-13 VC Summer NRC Schedule, 3 pages	
7 2 16	2015-07-06 VC Summer NRC Schedule, 3 pages	
7 2 17	2015-06-29 VC Summer NRC Schedule, 3 pages	
7 2 18	2015-06-22 VC Summer NRC Schedule, 3 pages	
7 2 19	2015-06-15 VC Summer NRC Schedule, 3 pages	
7 2 20	2015-06-08 VC Summer NRC Schedule, 3 pages	
7 2 21	2015-06-01 VC Summer NRC Schedule, 3 pages	
7 4	VCS Permit Status 6-11-15, 5 pages	
7 8	NRC Report 8-4-15, 8/4/15 3 pages	
7 8 1	NRC Report 7-7-15, 7/7/15 3 pages	
7 8 2	NRC Report 7-21-15, 7/21/15 3 pages	
7 8 3	NRC Report 7-14-15, 7/14/15 3 pages	
7 8 4	NRC Report 6-9-15, 6/9/15 3 pages	
7 8 5	NRC Report 6-2-15, 6/2/15 3 pages	

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
7 8 6	NRC Report 6-18-15 8/16/15, 3 pages	E
7 8 7	NRC Report 5-5-15, 5/5/15, 3 pages	E
7 8 8	NRC Report 5-19-15, 5/19/15, 3 pages	E
7 8 9	NRC Report 5-13-15, 5/13/15, 3 pages	E
8 1	Engineering, Procurement and Construction Agreement between SCE&G, for itself and as Agent for the SC Public Service Authority, as owner and a Consortium consisting of Westinghouse Electric Company LLC and Stone & Webster Inc. as Contractor for AP1000 Nuclear Power Plants Dated as of May 23, 2008 (Confidential Trade Secret Information – Subject to Restricted) dated 5/23/08, 176 pages, 8 5 X 11)	HC
9 1 1	Owner Org Charts - Bechtel Assessment, 1 page	E
9 1 2	Owner Org Charts - Bechtel Assessment, 14 pages	E
9 3	Exhibit A - Scope of Work/Supply and Division Responsibility, 62 pages, 8 5 X 11	HC
8 3 1	AP1000 Plant Division of Responsibility – VC Summer 2&3 (VSG-GW-G8Y-100), 70 pages, 8 5 X 11	HC
10 1	Commercial Review Meeting, dated 8/18/15, 7 pages, PowerPoint 8.5 X 11	-HC
10 2	Unit 3 Standard Plant Performance (Month end July 2015), 1 page, 11 X 17	HC
10 12	VC Summer UO CSI Site-Specific EPC, dated 9/7/15, 3 pages, 11 X 17	HC
11 2	Modules Illustration, 1 page, 8 5 X 11	HC
11 2 1	AP1000 Module Overview NI Structural Modules, 160 pages, PowerPoint 8 5 X 11	HC
11 2 7	Project Controls Meeting Material (8/15 Meeting), 15 pages, 11X17	HC
12 1	VC Summer Plan of the Day, October 01, 2015, 33 pages, PowerPoint 8 5 X 11	HC
12 2	Nuclear Island Mechanical Systems Reference Document Package, AP1000, May 2015 (Includes General Arrangements, Room Numbering and Module Locations, 79 pages, 11X17)	HC
12 3 1	Un-redacted Article 3 added (9/25/15) Un-redacted Article 7 added (9/25/15), but related Exhibit J, not added Un-redacted Article 9 and 10 added (9/25/15) Schedule E, project schedule – not added Schedule F, milestone schedule – not added Schedule J, price adjustment provisions – not added	HC
12 3 2	Agreement Change Order 1 – 7/14/08, Engineering, Procurement and Construction Agreement, 8 pages, 8 5 X 11	HC
12 3 3	Agreement Change Order 2 – 9/10/09 (provision of Limited Scope Simulators, LSSI, 12 pages, 8 5 X 11)	HC

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
12 3 4	Agreement Change Order 3 – 1/14/10. Parr Road Rehabilitation. 27 pages. 8 5 X 11	HC
12 3 5	Agreement Change Order 5 – 5/4/10. Revised Senior Reactor Operator Instructor Training Program. 37 pages. 8 5 X 11	HC
12 3 6	Agreement Change Order 6 – 6/29/10. (substitute HydraNuts ILO AP1000 Standard Plant reactor vessel stud tensioners) 14 pages. 8 5 X 11	HC
12 3 7	Agreement Change Order 7 – 7/1/10. (Stone & Webster) 19 pages. 8 5 X 11	HC
12 3 8	Agreement Change Order 8 – 4/11/11. (transfer Stone & Webster Target Price COW to Firm Price) 51 pages. 8 5 X 11	HC
12 3 9	Agreement Change Order 9 – 11/23/10. (RFP to reconfigure outgoing transmission lines from VCS#2 switchyard) 5 pages. 8 5 X 11	HC
12 3 10	Agreement Change Order 10 – 11/22/10. Access to Westinghouse Primavera Architecture. 12 pages. 8 5 X 11	HC
12 3 11	Agreement Change Order 11 – 2/14/11. Study and Analyze the Impact of Delayed COL. Receipt of Construction Schedule. 8 pages. 8 5 X 11	HC
12 3 12	Agreement Change Order 12 – 12/8/11. Impact from Health Care and Education Reconciliation Act of 2010. 12 pages. 8 5 X 11	HC
12 3 13	Agreement Change Order 13 – 2/14/12. Ovation Work Stations. 4 pages. 8 5 X 11	HC
12 3 14	Agreement Change Order 14 – 2/26/12. Cyber Security Phase 1. 59 pages. 8 5 X 11	HC
12 3 15	Agreement Change Order 15 – 2/15/12. WLS Discharge Piping. 4 pages. 8 5 X 11	HC
12 3 16	Agreement Change Order 16 – 9/17/14. Perch Guards. 6 pages. 8 5 X 11	HC
12 3 17	Agreement Change Order 19 – 10/1/14. Simulator Hardware/Software/Training. 11 pages. 8 5 X 11	HC
12 3 18	Agreement Change Order 20 – 12/2/14. Method of Calculating ACA Impact 2011, 2012, 2013. 8 pages. 8 5 X 11	HC
12 3 19	Agreement Change Order 21 – 2/18/15. JTAAC Maintenance. 8 pages. 8 5 X 11	HC
12 3 20	Agreement Change Order 22 – 7/30/15. Common-O Maintenance Training System Equipment and Software. 31 pages. 8 5 X 11	HC
12 3 21	Agreement Change Order 23 – 8/5/15. Simulator Development System (SDS). 64 pages. 8 5 X 11	HC
12 3 22	Agreement Change Order 24 – 8/20/15. 94 pages. 8 5 X 11	HC
12 5	Field Fabrication and Installation Specification. 39 Installation of Spool Pieces and Field Fabricated Piping/Training. 6 pages. 8 5 X 11	HC
12 5 1	Piping Isometric General Notes. Dwg. No APP-GW-P_W-100. 1 page. 11 X 17	HC

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
12.5.2	Piping Isometric Symbol Legend Dwg No APP-GW-PLW-102 1 page, 11 X 17	HC
12.5.3	Shield Building Steel Wall Panels El. 100'-0" to 248'-8 1/2" General Notes Sheet 1 & 2 11 X 17	HC
12.5.4	AP1000 Structural Modules General Notes Dwg No APP-GW-S9-100 through 107, 7 pages, size 11X17	HC
12.5.5	General Notes Mechanical Modules (Dwg No APP-GW-K9-100 through 103, 4 pages, size 11X17	HC
12.9	Westinghouse Home Office Engineers not charging/charging VC Summer Project, 1 page, size 8.5 X 11	HC
12.9.1	CB&I Total Head Count for Design Engineering and Support, 1 page, size 8.5 X 11	HC
12.10	Historical and Open E&CDRs and N&Ds, 4 pages, size 8.5 X 11	HC
12.13	Gives CGO Submittal Review Status, 1 page, 8.5 X 11	HC
12.15	See Overall Total Direct Construction Only (Planned and Earned Hours) curve, 1 page, 11X17	HC
12.17	VC Summer Total Steel Commodity, 7 pages, 11X17	HC
12.21	CB&I Direct Construction Labor Summary dated May, 2015, 1 page, 11X17	HC
12.23	Available Work Assuming No Manpower Constraints (table), 1 page, 8.5 X 11	HC
12.24	VC Summer Initial Test Program Unit 2 & 3, Target Completion Schedule, 1 page, 11X17	HC
12.26	EBS_NND_Daily Active Detail, 7 pages, 8.5 X 11	HC
12.28	ROS Impacts Report, 6 pages, 11X17	HC
12.29	Engineering Impacts Report, 1 pages, 8.5 X 11	HC
13.1	Westinghouse Engineering Remaining Schedule (2015-09-28), 135 pages, 8.5 X 11	HC
13.7	WEC PO Status report, 1 page, 8.5 X 11	HC
13.9	Corrective Action Program Status (CAPS) Report, dated 9/17/15, 18 pages, 8.5 X 11	HC
14.2	Indirect Cost Review, 22 pages, 8.5 X 11	HC
14.3	Indirect/direct hours Work Ending Q8-16-15 (Indirect Labor Report), 4 pages, 8.5 X 11	HC
15.6	Summary of the key engineering activities in the ECS remaining in the schedule that have a tie to construction, 1 page, 8.5 X 11	HC
15.6.1	Post-Engineering Design Closure Work Streams, 1 page, 8.5 X 11	HC
15.6.2	Engineering Items - ROYG (2015 - 09-28), pages 1 - 70, 11X17	HC
15.6.3	Procurement Items - ROYG (2015-09-28) pages 1-128, 11X17	HC
15.6.4	Licensing Items - ROYG (2015-09-28) pages 1-12, 11X17	HC
15.7	Engineering Resources 1 page, 8.5 X 11	HC

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No.	Description	Hard Copy (HC) or Electronic (E)
15 9	VC Summer Discussion on I&C Schedule & PRS – July 2015. 10 pages	HC
15 9 1	I&C Baseline 8 Engineering Remaining. 51 pages. 8.5 X 11	HC
15 11	Annex Building Cable Tray Plan Area EL 100' - 0". Sheet 2 of 2. Dwg No APP4031-ER-013. 1 page. 11X17	HC
15 11 1	Annex Building Cable Tray Support Location Plan Area 1 & Area 4 EL 100' - 0" Sheet 2 of 3. Dwg No APP4031-SH-014. 1 page. 11X17	HC
15 11 2	Annex Building Cable Tray Support List & Fabrication Details Area 1 EL 100'-0" Sh 1 of 3 Dwg No. APP-4031-SHX-01201. 1 page. 11X17	HC
15 11 3	Annex Building Cable Tray Support List & Fabrication Details Area 1 EL 100'-0" Sh 2 of 3, Dwg No. APP-4031-SHX-01301 1 page. 11X17	HC
15 11 4	Annex Building Cable Tray Support List & Fabrication Details Area 1 EL 100'-0" Sh 3 of 3, Dwg No APP-4031-SHX-01401 1 page. 11X17	HC
15 11 5	Fabrication Requirements Cope Tray Supports Seismic Category III Trapeze Rod Support Detail, Dwg No APP-SH27-VF-201, 1 page. 11X17	HC
15 11 6	Annex Building – Area 4 Structural Steel Roof Supplemental Steel Plan Dwg No AP-4044-SS-005 1 page. 11X17	HC
15 13	Remaining Hold DDs. 37 pages. 1 page 8.5 X 11 36 pages 11 X 17	HC
15 13 – 15 14	Hold Docs missing OD. 3 pages. 11 X 17	HC
15 16	CB&I Remaining Equipment Deliveries. 100 pages. 11X17	HC
15 18 1	Westinghouse Remaining Equipment Deliveries. 17 pages. 11X17	HC
16 1 – 16 6	List – Construction Package – On Hold. 3 pages. 11X17	HC
16 1 – 16 6 1	VC Summer Unit -2 Auxiliary Building Room Plan 12306, Strategic Planning Team September 14, 2015 (DRAFT), dated 9/14/15. 13 pages. 8.5 X 11	HC
16 1 – 16 6 2	Email (fr James E. Kelly to Con Matthews dated 9/24/15, Subject Drawings required for Electrical cable tray supports wth APP-GW-GBH-451, Rev 0. AP1000 Standard Plant Engineering Document List – Annex Building Areas 1, 2, 3 – Raceways and Supports Construction Deliverables – Elevation 100' to 1178" (AN2-RC-X) 15 pages 8.5 X 11	HC
16 1 – 16 6 3	Annex Building Cable Tray Plan Area 1 El. 100' -0" Sheets 1 o f3. Dwg No APP-4031-ER-012, 1 page 11X17	HC
16 1 – 16 6 4	Liquid Radwaste System, Auxiliary Building Room 12259, Annulus Pipe Chase, Dwg No APP-WLS-PLW-451, 1 page. 11X17	HC
16 1 – 16 6	Pipe Support Drawing WLS System. Dwg No APP-WLS-PH-12R00891, 1 page. 11X17	HC
16 1 – 16 6 5	Shield Building Lower Annulus Inside Embedments Development View Radius 69'-6" (Sheet 1), Dwg No APP-1020-CE-100. 1 page 11X17	HC
16 1 –	Shield Building Lower Annulus Inside Embedments Index Develop-	HC

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No.	Description	Hard Copy (HC) or Electronic (E)
16 6 6	ment View Radius 69'-6" (Sheet 1), Dwg No APP-1020-CEX-100, 1 page, 11X17	
16 1 - 16 6 7	Shield Building Lower Annulus Inside Embedments Index Develop- ment View Radius 69'-6" (Sheet 2), Dwg No APP-1020-CEX-102, 1 page, 11X17	HC
16 1 - 16 6 8	Shield Building Lower Annulus Inside Embedments Index Develop- ment View Radius 69'-6" (Sheet 4), Dwg No APP-1020-CEX-104, 1 page, 11X17	HC
16 1 - 16 6 9	Standard Embedment Plates Deformed Wire Anchor (DWA) Type Dwg No APP-CE01-CE-002, 1 page, 11X17	HC
16 2/3	Overall Modules Response status, 11 pages, 8 5 X 11	HC
16 10	RBL (APP) RBL (CPP), Support Qualification, # Supports Qualified by month, 2 pages, 8 5 X 11	HC
17 2	VCS Unit 2 - Construction I/O to Component Test (Waterfall), 13 pages, size 8 5 X 11	HC
17 2 3	VCS Unit 1 - Service Water - Service Water Initial Test Program, 1 page, size 11 X 17	HC
17 3	EDCR Listing - from 4/30/15 to 10/1/2015, 10 pages, 8 5 X 11	HC
17 3 1	CBI EDCR Listing - pages 1 to 105, 8 5 X 11	HC
17 4	WEC - CBI Staffing Summary Table, 1 page, 8 5 X 11	HC
17 5 (2 9)	Weekly ECS Report Outl. 8/30/15, 48 pages, 8 5 X 11	HC
17 6	Monthly Engineering Completion Status Meeting, September 9 th 2015, 22 pages, PowerPoint, size 8 5 X 11	HC
17 6 1	Monthly Engineering Completion Status Meeting, October 7, 2015, 24 pages, PowerPoint, size 8 5 X 11	HC
17 7 (2 3)	Level 1 Issue Executive Summary Report, 2 pages, 8 5 X 11	HC
17 8	CB&I 1X4 POs Released, 3 pages,	HC
17 9	CBI To-Go POs, 1 page, 8 5 X 11	HC
17 10	Standard Plant ITAAC 2 3 06 09b iv Performance Documentation Plan (Doc No APP-RNS-ITH-004), 11 pages, size 8 5 X 11	HC
17 10 1	Standard Plant ITAAC 2 2 02 02a Performance Documentation Plan (Doc. No. APP-PCS-ITH-014), 13 pages, size 8 5 X 11	HC
17 10 2	Standard Plant ITAAC 2 1 02 11b iii Performance and Documentation Plan (Doc No APP-RCS-ITH-048), 12 pages, size 8 5 X 11	HC
17 10 3	Standard Plant ITAAC 2 1 02 08b Performance and Documentation Plan (Doc No APP-RCS-ITH-056), 13 pages, size 8 5 X 11	HC
17 10 4	Standard Plant ITAAC 2 1 02 08d vii Performance and Documenta- tion Plan (Doc No APP-RCS-ITH-060), 10 pages, size 8 5 X 11	HC
19 2	Work Package Review Task Team, 3 pages, 8 5 X 11	HC

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No.	Description	Hard Copy (HC) or Electronic (E)
-	CBI AP1000 Strategic Planning Team – Unincorporated DCP Report 5 pages 8.5 X 11	HC
-	VCS Monthly Project Review Meeting, September 17, 2015 156 pages, PowerPoint 8.5 X 11	HC
-	VCS Site Design Engineering Drawing Bookset (1), System P&IDs & Electrical One-lines, 321 pages, 11X17	HC
-	VCS Plan of the Day - 9-9-15, 35 pages	E
-	V.C. Summer Units 2 & 3 Project Assessment Consortium Meeting (Presentation), dated 9/9/15, (2 Copies), 131 pages, PowerPoint 8.5 X 11	HC
-	V.C. Summer Nuclear Station Units 2 and 3 Updated Final Safety Analysis Report Chapter 1 (Rev 3) 8.5 X 11 (Large packet)	HC
-	V.C. Summer - Site Specific Engineering Schedule – Remaining (Sorted by System /Major Sequence) Date Date 28-Sep-15 CB&I – 200 pages, 11X17	HC
-	AP1000 Domestic Design Finalization – CBI Std Plant – DOM DF – To GO Engineering, 157 pages, 11X17	HC
-	E&DCR Title Requalification of KOPEC conduit supports at Elevation 66'-6" Area 2, E&DCR No APP-1212-GEF-087, Rev 0, 25 pages, 8.5 X 11	HC
-	V.C. Summer Nuclear Station Units 2 and 3 Updated Final Safety Analysis Report Chapter 3 (Rev 3) 8.5 X 11 (Large packet)	HC
-	VCS Schedule - WEC PM Milestones, 4 pages	E
-	VCS Schedule - WEC PM Milestones, 6 pages	E
-	VCS Schedule - Module Assembly Summary, 1 page	E
-	VCS Schedule - Licensing, 44 page	E
-	VCS Schedule - ITAAC Detail, 137 pages	E
-	VCS Level 1 - Construction Schedule, 3 pages	E
-	VCS Schedule - Module Procurement Detail 8/25/15, 55 pages	E
-	VCS Schedule - Module Procurement Summary 8/25/15, 6 pages	E
-	VCS Schedule - Module Procurement, 51 pages	E
-	VCS Schedule - NAC Detail 8/30/15, 40 pages	E
-	VCS Schedule - NAC Summary, 2 pages	E
-	VCS Schedule - NAC, 8/30/15, 53 pages	E
-	VCS Schedule - Panel Delivery Detail, 26 pages	E
-	VCS Schedule - Panel Delivery Summary, 8/25/15, 2 pages	E
-	VCS Schedule - Panel Delivery, 8/25/15, 26 pages	E
-	VCS Schedule - Procurement Detail, 8/25/15, 323 pages	E
-	VCS Schedule - Procurement Summary, 8/25/15, 9 pages	E
-	VCS Schedule - Procurement WES Detail, 8/25/15, 158 pages	E

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
-	VCS Schedule - Procurement WES Summary 8/25/15, 12 pages	E
-	VCS Schedule - Procurement WES, 127 pages	E
-	VCS Schedule - Procurement, 261 pages	E
-	VC Summer EPC Agreement, 5/23/15, 176 pages	E
-	Meeting Sign in Consortium 9-9-15 Presentation, 3 pages	E
-	September 9 Presentation Draft Agenda, 2 pages	E
-	CBI Meeting Schedule - 9-9-1515, 3 pages	E
-	Weekly Site Safety Units 2 and 3 Report 9-21-15, 28 pages	E
-	VCSummer Supply Chain Management Org Chart 9-21-15, 1 page	E
-	VCSummer Plan of the Day 9-21-15, 28 pages	E
-	Turbine Building Pipe Summary - Large and Small Bore 1-3-12, 1 page	E
-	Backfill Plan for Nuclear Island, 2 pages	E
-	Aux Building Elevations, 20 pages	E
-	9-21-15 Module Discussion Attendance Sheet, 9/21/15, 1 page	E
-	VCS Modules Meeting - 9-15-154 pages	E
-	4-Box Report - Modules - 9-15-15, 42 pages	E
-	VC Summer Plan of the Day 9-22-15, 36 pages	E
-	VC Summer P6 database structure, 1 page	E
-	VC Summer P6 Info, 12 pages	E
-	SCEG Personnel Reporting Up Through Ron Jones, 2 pages	E
-	Construction Performance Meeting 9-13-15, 31 pages	E
-	Org Chart - Confidential - Do Not Share Outside Bechtel, 1 page	E
-	9-14-15 LAR 30 & LAR 111 Schedule, 4 pages	E
-	9-15-15 McIntyre Email on CAP and DCP Status, 2 pages	E
-	9-15-15 ITAAC Letter, 3 pages	E
-	8-17-15 U3 Overview Schedule, 1 page	E
-	9-17-15 U2 Overview Schedule, 1 page	E
-	8-17-15 Monthly Meeting Action Items List, 16 pages	E
-	9-17-15 Monthly Meeting Agenda, 1 page	E
-	2015 09 22 - Bechtel Assessment - Document Request - Tracking Document, 17 pages	E
-	2015 09 22 - Bechtel Assessment - Document Request - Tracking Document (3), 17 pages	E
-	2015 09 04 - Bechtel Assessment - Document Request - Tracking Document-Rev 1 - SG, 17 pages	E
-	2015 08 24 - Bechtel Assessment - Document Request - Tracking Document, 12 pages	E

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V.C. Summer Nuclear Generating Station Units 2 & 3 | Project Assessment Report

February 5, 2010

Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
1	2015 08 18 - Bechtel Assessment - Document Request - Tracking Document, 11 pages	E
1	Bechtel Assessment of V.C. Summer Units 2 & 3 - 8-12-15 Supplemental Request for Schedule Related Information, 2 pages	E
1	2015 08 03 - Bechtel Assessment - Document Request - 8-7-15 Comments, 16 pages	E
1	VCS Document Request List, 2 pages	E
1	2015 09 23 - Bechtel Assessment - Document Request - Tracking Document, 17 pages	E
1	VC Summer aerial photo taken 6-30-15, 1 page	E
1	WEC Engineering Status Meeting 9-25-15, 1 page	E
1	WEC Engineering Follow-up Meeting 9-28-15, 1 page	E
1	VC Summer Plan of the Day 9-24-15, 38 pages	E
1	Work Control Document Control Mtg 9-24-15, 1 page	E
1	VC Summer Plan of the Day 9-23-15, 35 pages	E
1	VCS Schedule - Bab Follow, 45 pages	E
1	VCS Schedule - Engineering Milestones (Gap file), 123 pages	E
1	VCS Schedule - Fab Follow, 48 pages	E
1	VC Summer aerial phot taken 6-30-15, 1 page	E
1	VCS Module Q240, 2 pages	E
1	VCS Module Q233, 3 pages	E
1	VCS Module CA36, 2 pages	E
1	VCS Modules, 7 pages	E
1	VCS - Clmt Elev 084, 116 pages	E
1	VCS - Clmt Elev 084 (WBS), 12 pages	E
1	VCS Level 2 - Construction Schedule, 23 pages	E
1	VCS Schedule - Module Assembly Detail, 199 pages	E
1	VCS Schedule - Module Assembly 8/30/15, 163 pages	E
1	VCS Schedule - Testing & Startup Detail, 1289 pages	E
1	VCS Schedule - Testing & Startup Summary, 8/30/15, 6 pages	E
1	VCS Schedule - Construction Site Prep Summary, 3 pages	E
1	VCS Schedule - Construction Site Prep Detail, 233	E
1	VCS Schedule - Testing & Startup, 8/30/15, 12 pages	E
1	VCS Schedule - Construction Site Prep, 276 pages	E
1	EDCR-Bechtel Request 10-1-15, 10 pages	E
1	EDCR-Bechtel Request 10-1-15, 7 pages	E
1	VC Summer Plan of the Day 10-7-15, 32 pages	E
1	CBI EDCR Report 10/2/2015, 14 pages	E

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V.C. Summer Nuclear Generating Station Units 2 & 3 - Project Assessment Report

February 6, 2014

Appendix B

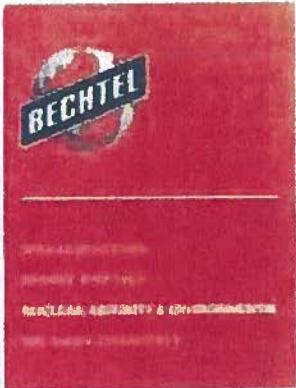
Assessment Team Resumes

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Table A-1. Documents Reviewed During the Assessment

No.	Description	Hard Copy (HC) or Electronic (E)
1	CBI EDCR Report 10/2/2015, 15 pages	E
2	2015 09 30 - Bechtel Assessment - Document Request - Tracking Document, 9/30/15, 19 pages	E
3	2015 10 02 Rev1 - Bechtel Assessment - Document Request - Tracking Document, 10/2/15, 20 pages	E
4	2015 10 06 - Bechtel Assessment - Document Request - Tracking Document, 10/9/15, 37 pages	E
5	VC Summer Plan of the Day, September 29, 2015, 40 pages, PowerPoint 8.5 X 11	HC
6	Civil Generic Guidance Open Items, 12 pages, 11X17	E
7	Straightening Studs, email, 10-13-15, 5 pages, 8.5 X 11	E
8	Non-manual Turnover Rate, email, 10-12-15, 3 pages, 8.5 X 11	E
9	Email Drawings required for Electrical cable tray support, Kelly to Matthews, 9-24-15	E
10	Annex Building Cable Tray Support Area 1, EL. 100'-0" APP-4031-SH-E002, Dwg No APP-4031-WF-E002	HC
11	Annex Building Cable Tray Support Area 1, EL. 100'-0" APP-4031-SH-E002, Dwg No APP-4031-VF-E000	HC
12	Annex Building Cable Tray Support Location Plan Area 1 & Area 4 EL 100'-0" Sheet 3 of 3, Dwg No APP-4031-SH-014	HC
13	Fabrication Requirements Cope Tray Supports Seismic Category III Trapeze Rod Support Detail, Dwg No APP-SH27-VF-201	HC
14	Annex Building - Area 1 Supplemental Steel Plan @ EL. 117-6" Dwg No APP-4041-SA-002	HC
15	Annex Building Cable Tray Support List & Fabrication Details Area 1 & Area 4, EL 100'-0" SH 3 of 3, Dwg No APP-4031-SHX-01401	HC
16	Annex Building Cable Tray Support List & Fabrication Details Area 1 EL 100'-0" SH 1 of 3, Dwg No APP-4031-SHX-01201	HC
17	Annex Building Cable Tray Support List & Fabrication Details Area 1 EL. 100'-0" SH 2 of 3, Dwg No APP-4031-SHX-01301	HC
18	Annex Building - Area 1 Supplemental Steel Plan @ EL. 117-6" Dwg No APP-4041-SA-001, 1 page	HC
19	Annex Building - Area 4 Structural Steel Roof Framing Plan Elevation 117-1 1/4" (LP), Dwg No APP-4044-SS-001, Dwg No APP-4044-SS-001	HC
20	Annex Building - Area 1 Steel Framing Plan @ EL. 117-6", Dwg No APP-4041-SS-001, 1 page, 11X17	HC
21	CBI Daily Force Report, 10/12/2015, 1 page, 8.5 X 11	E
22	CBI Daily Report, 10/12/2015, 3 pages, 8.5 X 11	E
23	VC Summer Plan of the Day, October 13, 2015, 33 pages, 8.5 X 11	E
24	Document Completeness N-Type EDCRs 10-15-15 2 pages, 8.5X11	E

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Richard L. Miller

Manager of Operations
 Assessment Team Leader



Individual Qualifications

Senior Reactor Operator's License No. 20411

Education

Executive Management Certificate, Vanderbilt University
 B.S. Mechanical Engineering, North Carolina State University

Memberships

Member, American Nuclear Society Board of Directors and Power Division

Member, American Nuclear Society

Dick Miller is a degreed mechanical engineer with over 38 years of nuclear engineering, construction, and project management experience. Currently he is the Operations Manager for Nuclear Power, responsible for the successful execution of Bechtel's nuclear power projects worldwide, as well as leading a senior executive team performing an assessment of the status of the V.C. Summer Units 2 & 3 new builds. He has unparalleled experience as a project manager, overseeing numerous highly successful Steam Generator and Reactor Pressure Vessel Replacement (SGRPVHR) projects, including the world record for shortest duration at Comanche Peak Unit 1 and the Gains SGR, which was the first to use the "through-the-dome" methodology. He is an enthusiastic, committed leader who focuses on providing executive oversight, technical guidance for the successful planning and implementation of projects, and close collaboration between clients and Bechtel to ensure project success. Prior to joining Bechtel, Dick worked for a southeast electric utility at one of the company's nuclear power plants, holding a senior reactor operator's license and managing the utility's maintenance department. Since joining Bechtel, Dick has spent the majority of his career on field assignments across the United States, managing or directing over 20 major modification projects at nuclear power facilities.

Manager of Operations, Nuclear Power

2014-Present: Mr. Miller is responsible for all nuclear projects and services worldwide, as well as the development of new opportunities both domestic and foreign, including the completion of Watts Bar Unit 2 and the Davis-Besse SGR and Vicks Creek PWR Rehabilitation Projects, as well as the commencement of the Beaver Valley Unit 2 SGR. Currently, he is leading a senior executive team performing an assessment of the status, challenges, and opportunities of the new build AP1000 units at V.C. Summer for the owner.

Senior Project Director, Nuclear Power, Bechtel Nuclear Power Corporation

2011-2014: Mr. Miller was responsible for the successful implementation of nuclear power projects, including the Northstar EPR, as well as proposal development and client communications. He also managed Bechtel's efforts related to the Fukushima incident, including staffing and operations of Bechtel employees on the Fukushima Industry Support Team in Tokyo and representation of Bechtel in Tokyo during business development efforts. In addition, he oversaw the Crystal River Unit 3 Decommission Repair Project, including management of the Phase 1 engineering and development effort and EPC contract negotiations.

Senior Project Director/Project Manager, SONGS EGR, Bechtel Power Corp.

2010-2011: Mr. Miller was responsible for the successful completion of the SONGS Unit 3 Interim SGR, which was completed within budget and ahead of schedule.

Senior Project Director, Nuclear Power, Bechtel Power Corp.

2007-2010: Mr. Miller was responsible for proposal development activities and contract negotiations for numerous SGR, RPPVHR, and EPR projects. Significantly, he oversaw the negotiation and implementation of the Hendra Unit 1-2 Project, a major multi-billion dollar effort to replace EPR units 1 & 2 with Fort Beauséjour Units 1 & 2 and Turkey Point 3 & 4. This project earned the Business Development Project of the Year Award to the entity Bechtel Corporation.

Senior Project Manager, Beaver Valley Unit 1 SGR/RPPVHR and Comanche Peak Unit 1 SGR, Bechtel Power Corp.

2006-2007: Mr. Miller was responsible for the successful completion of the SGR/RPPVHR project for PSEG/NY's Beaver Valley Unit 1. This project was named winner for Performance Project of the Year at

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Revised L. Miller

~~Entergy Generation Conference As PIM to Comanche Plant Unit 1. He is the lead that set the world record for several schedule for a SGTR and this project was named in memory for Bechtel's Project of the Year.~~

~~Senior Project Manager, Entergy Nuclear North Anna, and Stacey Miller, Bechtel Power Corp., 2002-2003: Mr. Miller was responsible for the successful execution of plant replacement projects at North Anna Units 1 and 2, Surry Units 1 and 2, and Three Mile Island.~~

~~Operations Manager, Nuclear Power, Bechtel Power Corp.~~

~~2000-2002: Mr. Miller was responsible for the major modification operations of Bechtel's nuclear power business unit, and he oversaw the successful completion of the Kawarau and South Texas Project Unit 2 SGTRs. In addition, during this time he took over as Project Manager to complete the O.C. Cook SGTR. He was also responsible for the completion of the commercial shutdown of the Arkansas Nuclear One Unit 1 SGTR.~~

~~Manager of Decommissioning, Bechtel Power Corp.~~

~~1998-2000: Mr. Miller was responsible for the decontamination and decommissioning business line activities including Connecticut Yankee and SONGS 1 Large Crossover Removal.~~

~~Project Manager, Tihange Unit 2 SGTR~~

~~1997-1998: Mr. Miller was responsible as a self-employed project management consultant to the management of the Tihange SGTR in Belgium.~~

~~Project Manager, Lubitsch Shutdowns, Bechtel Power Corp.~~

~~1996-1997: Mr. Miller was responsible for the management and shutdown of modifications at the Lubitsch nuclear plant.~~

~~Project Manager, Comox SGTR, Bechtel Power Corp.~~

~~1993-1995: Mr. Miller was responsible for the management and implementation of the Unit 2 SGTR contracts for Georgia SGTR. Additionally, he served as Program Manager for several units with SGTR and SGTR modification proposals.~~

~~Project Manager, North Anna Unit 1 SGTR, Bechtel Power Corp.~~

~~1990-1992: Mr. Miller was responsible for the management and implementation of the Unit 2 SGTR contracts for North Anna 1 SGTR.~~

~~Deputy Project Manager, Indian Point Units 3 SGTR, Bechtel Power Corp. and Manager, Bechtel NYU Alliance~~

~~1988-1990: Mr. Miller assisted the implementation of the Indian Point 3 SGTR, as well as prepared proposals and managed several conceptual studies for other SGTRs and major modifications. Additionally, he was responsible for the Bechtel NYU Alliance activities.~~

~~Senior Reactor Operator/Insurance Supervisor/Principal Engineer, H.B. Robinson Nuclear Power Plant~~

~~1979-1988: Mr. Miller served as Principal Engineer at H.B. Robinson during which approximately 6 SGTR work performed, as well as serving as Outage Manager for refueling outages and Maintenance Supervisor for Mechanical Maintenance. Additionally, he received his Senior Reactor Operator license and authored the Outlined Management System, the nuclear industry's first, which received an INPO Good Practice award.~~

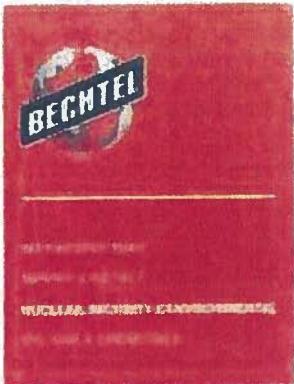
~~Field Service Engineer, Thompsons Landing Corp.~~

~~1977-1979: Mr. Miller was responsible for the design and construction of equipment at Thompsons Landing power plant under construction.~~

~~U.S. Marine Corps, E-5~~

~~1971-1973: Mr. Miller received an honorable discharge in 1973.~~

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Education:

- AA Civil Engineering, Penn State University
- Graduate Business Management, California Coast University

Over his 44 year Bechtel career, Carl has served various business lines and corporate functions in project management and executive leadership roles. He is a true leader with unmatched mega-project construction experience that ranges from nuclear power plants to industrial facilities. He also brings an international perspective from his roles overseeing projects around the globe, as well as a thorough understanding of the commercial aspects of large project development and execution. Additionally, he has a broad knowledge of effective and proven processes and procedures, along with a unique ability to motivate those around him.



Manager, Special Projects, Bechtel.

2012–2015: Mr. Rau served in an executive position leading specialized projects and systems in support of Bechtel's Nuclear Security and Environmental site remediation program business unit.

President, Nuclear Power

2008–2012: Mr. Rau led the Nuclear Power business line managing all of Bechtel's work in nuclear power activities, including project development, execution and services. During his tenure, he oversaw numerous project awards and significant expansions which significantly grew the Nuclear power portfolio, including extended power upgrades on six USGS, major purpose replacements, Wall Bar Unit 2 suspension engineering services at multiple plants, and permitting, licensing, and design for advanced reactor projects.

Manager of EPC Functions, Bechtel Group

2006–2008: Mr. Rau was responsible for all the functional requirements of the Bechtel Group to ensure that all worldwide projects and corporate functions were appropriately planned and managed / procedures were followed.

Executive Vice President – London Operations for OGE, Gas & Chemicals (OGE/GC)

2005–2006: In this capacity Mr. Rau oversaw OGE's London office and Center of Excellence, which was responsible for marketing, developing services and providing technical support for the OGE/GC global business units' operations in Europe, Africa, the Middle East, and Asia.

President, Bechtel Infrastructure Corporation (BINFRA)

2004–2005: As BINFRA President, Mr. Rau was responsible for operating, executing, and managing civil infrastructure projects in North and South America, supporting both public and private sector customers.

Executive Vice President, Bechtel Systems & Infrastructure, Inc. (BSI)

2003–2004: Mr. Rau was responsible for the oversight of Bechtel's U.S. Government business, jointly with the Department of Energy and the Department of Defense, specializing in large complex projects in the areas of defense space, energy, national security and the environment.

Manager of Central Functions, Bechtel Group

2002–2003: Mr. Rau was responsible for all the functional departments of the Bechtel group to ensure that all worldwide projects and corporate functions were appropriately planned and managed / procedures were followed.

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Rau/HV/PLB

President, Executive Line Strategies, Bechtel Dynamics and E&S

2000-2002: Mr. Rau was responsible for all personnel at the Frederick, Maryland Executive Line office and Center of Excellence, which was responsible for writing and executing work for both the private and government services business units. In 2000, he was elected Senior Vice President.

Corporate Manager of Construction and President of Bechtel Construction Operations Incorporated (BCO)

1999-2000: Mr. Rau was responsible for all construction personnel world-wide in the Bechtel group of companies, as well as construction execution through BCO.

Manager of Operations, Europe, Africa, and Middle East

1998-1999: In this capacity, Mr. Rau ensured the effective execution of all Bechtel projects underway in Europe, Africa, and the Middle East, as well as providing support for Bechtel businesses and business development efforts.

Project Director, Jhansi Power Station Project

1998-1999: During his tenure as Manager of Operations, Mr. Rau served as the Project Director for the BechtelGE consortium that performed EPICS services for the 5240 MW combined cycle power project in India (at the time the largest foreign investment in India).

Project Director, Jamnagar Refinery Project

1997-1998: Mr. Rau led the effort to design, build, and commission the Jamnagar refinery complex, the largest in the world, which covers 7,500 acres and consists of manufacturing and allied facilities, offices, oil storage facilities, and housing for 2,500 employees. In 1998, he was elected a Principal Vice President.

Manager of Power Operations, Ethiopia, Africa and Middle East

1996-1997: Mr. Rau ensured the effective execution of all Bechtel power projects underway in Europe, Africa, and the Middle East, as well as providing support for Bechtel businesses and business development efforts.

Executive Assistant to the President, Bechtel Power

1994-1995: Mr. Rau supported the President of Bechtel Power to ensure the effective execution of projects, handling both technical and commercial issues, as well as business development efforts and customer engagement.

Manager of Power Operations, South Korea

1993-1994: Mr. Rau ensured the effective execution of all Bechtel power projects underway in South Korea, as well as providing support for Bechtel businesses and business development efforts.

Project Manager, Comanche Peak 1 & 2 Completion Project

1993-1995: Mr. Rau began as the Project Completion Manager of Comanche Peak 1 nuclear power station, which Bechtel took over from the previous contractor who had failed to complete the plant. He was then promoted to the utility owner's organization and was responsible for planning and executing the Unit 2 completion. He successfully led both units to completion, as well as serving as an expert witness for Unit 2 rate case on behalf of the utility.

Manager of Bechtel Mechanical Project Completion Manager, Vogtle Nuclear Generating Station

1993-1995: Mr. Rau was responsible for all mechanical work, including management of contractors. This included responsibility for piping, reactor internals, insulation, turbine erection, and fire protection system installation. Mr. Rau supervised a Bechtel Power mechanical discipline organization of 2,000 non-union employees and functioned as Bechtel's senior construction representative (responsible for 100+ construction engineers in all disciplines).

Various Field Roles, Nuclear Power Project

1971-1985: Mr. Rau served in a variety of nuclear power plant construction field roles for Bechtel, including:

- System Completion Manager/Lead Piping Superintendent/Owner's CRF Area Superintendent/HVAC Coordinator — Hope Creek Generating Station
- Lead Piping Superintendent/Piping Superintendent/Assistant Project Field Engineer/Startup Superintendent/Lead Piping Mechanical Engineering Area III Lead Piping Engineer — Susquehanna Steam Electric Station
- Civil Field Engineer — Calvert Cliffs Nuclear Power Plant

Construction Engineer, U.S. Steel Corporation

1968-1971: Mr. Rau served as the junior construction chief responsible for all field control and construction surveys, as well as a lead engineer responsible for all aspects of construction at the steeling facility.

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Ronald L. Beck
Project Manager
(Engineering and Construction)

Technical Qualifications

- Over 40 years of nuclear experience, including 17 in design engineering and licensing, 18 in SGR and RVIIR projects, and 5 in next generation nuclear (EPRI SMR) project management
- Registered Professional Engineer in Maryland, Indiana, Michigan, South Carolina, Tennessee, Texas, and Virginia
- Member of ASCE, ASME
- Author of several published technical papers (available on request)

Education

- MS Civil Engineering, Virginia Polytechnic Institute (Structural Engineering Major)
- BS Civil Engineering, Virginia Polytechnic Institute
- Reactor Certification Project Manager Level II

Ron Beck has spent his entire career in the nuclear power industry. He has a strong civil engineering background and many years of design engineering and field experience, with a solid foundation in the details of work planning and execution. He was project manager for three steam generator replacement (SGR) projects, assistant project manager for one SGR project, and shift outage manager for two reactor vessel head replacements (RVIIR) projects. His background also includes civil design work on Grand Gulf, South Texas Project, and Watts Bar. He is a highly dedicated leader with strong technical skills, effective management capabilities, and the ability to motivate teams to successful outcomes.

Project Manager, Generation II Nuclear Units South Mountain Reactor
 2011-Present For the Generation II nuclear (GII) unit nuclear reactor (SGR) project, Mr. Beck has been responsible for all aspects of Bechtel's scope and project execution up to interim full Generation II Power ILC and Babcock & Wilcox (B&W), as well as external customers. Industry Advisory Council members, management committee members, and regulatory updates. His responsibilities include overall management of 200+ professionals, including engineering, licensing, project data and schedule, procurement, and contract fulfillment.



Project Engineering Manager, Generation II Nuclear South Mountain Reactor

2010-For the GII project, Mr. Beck managed the Bechtel engineering team and the integration of Bechtel's scope with B&W's Nuclear Island scope.

Project Manager, Vannan Construction Nuclear Projects

2010-As Beck participated in a joint Japanese assessment as project manager, plant structural review, construction review, and capital cost prepare. The report outlined the results of the assessment regarding building of a update new generation nuclear technology.

2008-2010: Mr. Beck was the responsible project manager for the Entergy's RPII nuclear power plant project. He supported AREVA's preparation of responses to the NRC's requests for additional information in connection with the design certification process. Managed an optimization study participated in construction activities development, worked with contractor on updating the site's own post plan for an Combined License application, and oversaw the development of budget, schedule, and costs.

2008: Mr. Beck oversaw the development of the long range strategic plan for the SONGS SGR project. The work involved developing the pin-outage schedule encouraging Bechtel's work from 2008 through 2010 and the Cycle 15 and Cycle 16 (SGR) outage schedules for Bechtel's work, and integrating these schedules into the fleet's online and outage work schedules.

2007: For the Palo Verde Nuclear Generating Station Unit 1 SGR project, Mr. Beck managed all aspects of removing and replacing the UST valve in the reactor coolant system ASME Class 1 insulation, cooling the 10 support long term operability and reliability.

2006-2007: As plan contractor for the SONGS SGR project, Mr. Beck managed the development and submitted to its client of 50-plus management, engineering, and construction plans and 30-plus specific contracts documents detailing the methods and approaches Bechtel would employ to execute its tasks within scope. He also supervised the project manager in project environmental and technical issues.

2005: For the Palo Verde Unit 3 SGR project, Mr. Beck managed the replacement of a reactor pressure plate in the reactor coolant system ASME Class 1 shutdown-cooling line. The seal was later repaired as a result of system testing.

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Howard L. Beck

2004–2005: Mr. Beck managed or supported proposals for the Turkey Point Units 3 and 4 and St. Lucie Units 1 and 2 RHR projects, the Crystal River Unit 3 SGR project, the Bruce A, Units 1, 2 & 3, and 4 SGR projects, the Grand Canyon Units 1 and 2 SGR project, the SCWES Units 3 and 4 SGR projects, the SCWES Units 2 and 3 and Paul Vautrin Units 1, 2, and 3 RHR-II projects, and the Robinson RHR project.

Shift Change Manager, Surry Unit 1 Reactor Pressure Vessel Head Replacement (RPHR)

2003: For the Surry Power Station Units 1 and 2 RPHR project, Mr. Beck interfaced with client subcontractors and Bechtel personnel to develop the schedule, assigned Bechtel plan-of-the-day meetings (interfaced with client and Bechtel personnel on day-to-day operations, including action item meetings and task review), and managed Bechtel's day shift containment work during each unit 1 replacement outage.

Project Manager, Various Steam Generator and Reactor Pressure Vessel Head Replacements

2002: Mr. Beck managed several SGR project proposals, an AP1000 project study for two nuclear units, and an independent third party SGR project cost estimate study review for a nuclear utility.

1996–2001: For the South Texas Units 1 (1999–2000) and Shearon Harris (2000–2001) SGR projects, Mr. Beck had the same duties as for the V.C. Summer SGR project.

1995–1996: Mr. Beck developed generic SGR project core team operations and was a member of the team that developed a Bechtel/Westinghouse staffing agreement for SGR projects. He also developed competitive bid SGR proposals and subsequent negotiated SGR awards, including the low South Texas Unit 1 SGR involving the Bechtel/Westinghouse agreement.

1992–1994: For the V.C. Summer SGR project, Mr. Beck, the lead of aspects of engineering, construction, procurement, quality assurance, field price rate, and schedule management, and subcontract interface, coordinated interface with the client and interfaced with Bechtel's senior management, global and regional industry unit, and execution unit management, and home office functional departments. During the SGR outage, Mr. Beck oversaw aspects of the on-site construction activities, and managed the development of the Bechtel portion of the outage schedule.

1991–1992: For the ASCE Units 1 and 2 SGR project, Mr. Beck managed contract specificity and interference negotiations, the revision of the technical stand still, preparation of the technical specification, and technical evaluation of replacement steam generator tube rupture proposals. He also managed SGR studies for St. Lucie Units 1 and the Mitsubishi Heavy Industries, Ltd. in Japan.

Advanced Project Manager, Palisades Steam Generator Replacement Project

1989–1991: For the Palisades SGR project, Mr. Beck provided management oversight of the engineering, lead and management reporting in the lead and schedule supervisor for schedules and budget control. He assisted in coordinating Bechtel's client interface on licensing and other high priority issues, and coordinated the development of the SGR outage schedule with the SGR project team (management, engineering, construction, procurement, subcontractors, and clients). As night shift manager (coordinator) during the replacement outage, he coordinated Bechtel's night shift construction activities with the client and the client contractors. During job contract, he assisted the project manager and field services manager with closeout activities, including engineering as-built package completion, contract compliance, financial, outage work activity coordination, and frequency and quality disturbance review documents.

Project Engineering Manager, Waste Bar Unit 1

1987–1989: Mr. Beck was the Project Engineering Manager for the Header and Analysis Update Program for Waste Bar Nuclear Station Unit 1. In this capacity, he oversaw all design activities associated with the update of the Waste Bar pipe stress analysis and pipe support design, using a site walkdown team and design team located in Oak Ridge, TN, Bethesda, MD, Houston, TX, and San Francisco, CA.

Project Engineer, South Texas Project Completion

1986–1987: For the South Texas Units 1 and 2 project, Mr. Beck supported the civil structural, pipe stress, and pipe support, architectural, and mechanical disciplines in discipline design activities. He directly interfaced with the client in completing engineering design, licensing, and engineering assurance activities associated with these disciplines. He also assisted in managing the contractual and legal aspects of the project's main coding reviewer, coordinated interfaces with the project's contractor and client, and Bechtel management, and directed the coordination of engineering activities associated with Unit 1 hot functional testing, including developments of engineering hot functional test procedures for thermal and vibration monitoring.

Design Engineer/Group Leader/Engineering Supervisor, Grand Gulf Units 1 & 2

1972–1985: initially, Mr. Beck developed various preliminary design sketches subsequently used for input to the PSAR, and to project cost and line design studies. He reviewed cooling tower structural design calculations, made final administrative corrections to the cooling tower foundation piping installation, and wrote design technical specifications. Later, he supervised various site engineering tasks, and completion of total ultimate heat sink thermal designs, and assisted in managing group design activities. Subsequently, he led the design activities associated with the reactor confinement building (RCB) site and managed a consortium unit team performing dynamic loading analyses of the BAP Main III RCB. He supervised development of the PSAR sections associated with the RCB and other Seismic, Category 1 site facilities. He participated in regulatory hearings with the NRC and the Advisory Committee on Reactor Safeguards in conjunction with a NRC dynamic analysis and assisting in supervising civil structural design activities. Ultimately, he was responsible for all construction engineering design activities associated with Unit 2.

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Jonathon D. Burstein

Project Controls Manager

EDUCATION

M.S. Construction Management Virginia Tech University
 B.S. Civil Engineering Virginia Tech University

Jonathon Burstein has over 11 years of cost engineering, planning, and scheduling experience, primarily on nuclear projects throughout the United States. He is well-versed in all aspects of project cost management, including budgeting, monitoring, and controlling cost. He has also developed and maintained project outage construction schedules and monitored critical path. Currently, he is responsible for managing project controls for the Beaver Valley Unit 2 Steam Generator Replacement (SGR) Project and prior to that, he spent 5 years on the Watts Bar 2 Completion Project.



Project Controls Manager, Beaver Valley Unit 2 Steam Generator Replacement Project

2013-Present: Mr. Burstein manages the project controls team to manage cost and technical for the project and is part of the project management team reporting to Project Manager (now Interim Director). Mr. Burstein developed the project controls plan and maintained it for successful project execution. He also facilitated cross-linking of cost and schedule resources to ensure consistency with. The team is currently managing cost and schedule for the engineering effort, with construction planning and support for Unit 2 refueling.

2015 While managing project controls for Beaver Valley Mr. Burstein also planned planning and cost support for new proposals for nuclear steam generator replacement projects and optimized cycle projects. Additionally, he provided planning support to a front-end assessment study for new nuclear generation units.

Construction Cost Supervisor, Watts Bar Unit 2 Completion Project

2012-2013: Mr. Burstein supervised a group of 10-30+ employees to manage construction costs. Group responsibilities included daily cost, hours monitoring, weekly CDR's reporting and analysis, oversight of quantity/estimating database, budget maintenance, communication, and various interfaces with the construction organization. He also continued to perform the financial responsibilities listed below such as PFSB, CVA's and project budget monitoring.

Cost Engineer - Financial Controller, Watts Bar Unit 2 Completion Project

2010-2012: Mr. Burstein monitored the overall financial status of project generated quarterly, bimonthly work authorizations (WAs) by project funding and quarterly project financial status reports (PFSBs) for management. Monitored actual expenditures against the project budget and forecast and initiated corrective action as identified by each tool. Mr. Burstein monthly project reports for functional support to Project Director (project status reports, staffing and cost management) and provided other functional support as requested. He also supported plant cost control as described below.

Cost Engineer - Craft, Watts Bar Unit 2 Completion Project

2008-2010: Mr. Burstein maintained labor cost rates and monitored labor charges at 100% markups. Developed and incorporated new work order priorities in ERP. Work is a tool for budgeting, monitoring and controlling all aspects of cost for major Bechtel projects and performs craft/cost analysis. In addition, he generated monthly quantity and rate reports (QSRs) and other reports as required. Created quantity reports database so that the cost engineer could enter weekly quantities and limited others in use of these systems.

Area Scheduler, Watts Bar Unit 2 Completion Project

2009-2008: Mr. Burstein developed field engineering walkdown schedules and tracking tools and developed and maintained detailed construction schedules. He also acted as interim lead supervisor, supervisor for a period of 2 months.

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Jonathan D. Burstein

Field Planner, Palo Verde Unit 2 Steam Generator Replacement Project

2007-2009: Mr. Burstein developed and maintained project outage construction schedules as the lead planner on day shift. He prepared daily reports for project status, manpower tracking, jobline earnings, and utilized both analysis and learned new techniques on ECR scope, planning, and reporting.

Field Planner, Comanche Peak Steam Generator Replacement Project

2006-2008: Mr. Burstein developed and maintained project outage construction schedules. Work included coordinating steam generator replacement project work activities, preparing daily reports for project status, manpower tracking, jobline earnings, and critical path analysis, and he cross-trained with the Cost group on cost slating, subcontract, and work breakdown structure (WBS) tracking.

Field Planner, Palo Verde Unit 3 NPS Outage

2005-2006: Mr. Burstein maintained project outage construction schedules in the backshift channel and assisted in schedule development for the Unit 1 valve modification.

Planner, Comanche Peak Steam Generator Replacement Project

2006-2008: Mr. Burstein maintained project engineering schedule and developed project pre-outage construction schedule; prepared weekly status reports and monthly engineering progress and performance report (EPPR); assisted various projects with schedule maintenance, and worked part-time with AREVA Juniper to develop engineering schedules.

Task Planner, Palo Verde Unit 1 Steam Generator Replacement Project

2005-2006: Mr. Burstein participated in vertical integration for schedule development. Maintained project outage construction schedules and monitored critical path.

Planner, Central Planning Group

2003-2005: In this assignment, Mr. Burstein assembled program schedules and updated critical path schedules as needed.

Manager, Integrated Jobshop System

2004-2004: Mr. Burstein set up and maintained database for tracking and reporting work orders and created project cost and scheduling reports for project management.

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Technical Qualifications:

Member, Project LifeCycle Certified Management Institute for Supply Management
 Bechtel Certification Procurement Manager

Education:

B.S. Business Administration with Emphasis in General Management, Florida State University
 A.B. Facility Services, North Carolina State University

Robert A. Exton

Procurement & Contracts Operations Manager



Bob Exton, Procurement & Contracts Operations Manager for Nuclear Power, has 37 years of procurement experience working on nuclear, fossil, and telecommunications projects, with over half of that time in the nuclear power generation arena. He has held positions of increasing responsibility in various procurement management positions, including material management, purchasing and contracts formation, management, and commercial leadership.

Procurement & Contracts Operations Manager, Nuclear Power
 2000-Present In his current role Mr. Exton is responsible for managing and initiating procurement and contracts operations for all commercial nuclear projects. His main focus the past year has been on functional oversight of ongoing nuclear programs and proposed efforts. Drawing upon past experience, lessons learned, and the Six Sigma philosophy. Additional focus has been on process improvements and performance directly associated with contractors and their delivery.

Program, New Construction Manager and Facility Program Procurement Manager, Entergy Worldwide Projects and the AP1000 Project

2002-2008 Mr. Exton was responsible for the procurement operations of these implementation projects focusing on Materials Management. He was also responsible for the integration of the AP1000 project to the Entergy system and the growing procurement requirements in support of the nationwide cable program. The cable program involved eight markets with a staff of twenty, including material coordinators and a purchasing group.

Program Manager, Power Plant Project Acquisition Group (PPA/G)

2000-2002 Mr. Exton was involved with all procurements efforts to support Entergy and with the utility's representative on project development teams ensuring that Procurement facilitated the development schedule.

Site Procurement Lead, Isobaric of Steam and Electrical

2000-2000 Mr. Exton was responsible for managing and coordinating the work activities in support of the power plants executed from the Power center of excellence.

Project Purchasing Manager, Alaska, Oregon, and Idaho, Pacific Northwest Electricity

1991-2000 Mr. Exton was responsible for negotiating, negotiating and administering purchase orders and subcontracts for large-scale power projects in the Midwest, East and Asia. On the Alaska Project Mr. Exton was responsible for that equipment delivery, scheduling, direction, traffic and logistics and oversight of remaining equipment and services.

Additionally, was involved in the development of new power plant construction projects.

In the Nuclear Operations side, Mr. Exton was responsible for coordinating procurement activities associated with North Anna Unit 1 SGTR, V.C. Summer SGTR, and KURESSA (Uganda) and for the Palisades CO and administration of major long-term subcontracts.

Senior Contractual Relations Supervisor Specialized Purchasing System Implementation

1989-1991 Mr. Exton was responsible for negotiating and writing major long-term subcontracts and purchase orders.

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Purchaser in Britain

Contract Purchasing Supervisor/Specialist, Lawrence Berkeley Project
1987-1989 Mr. Fison was responsible for coordinating purchasing activities, authorizing purchase orders, and supervising disposal of non-contract materials and held purchase orders.

Contract Purchasing Supervisor/Specialist/Buyer/Supplier Parts Supervisor/Warehouse
Receiving Supervisor, Palo Verde Nuclear Project

1978-1987 Mr. Fison was responsible for assisting in technical planning, conducting hearings on procedures, and reporting progress to the clients and engineers.

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- **2013-Present:** Project Controls Manager & Project Controls Manager, Southern Nuclear Operations

Jason Moore has 17 years of project controls experience in the power generation construction industry, with well-rounded expertise in planning, construction, cost, estimating/proposal development, and subcontracts for both nuclear and fossil power plants. For the past 11 years, he has had positions of increasing responsibility on large-scale nuclear power projects, culminating in his current role as Project Controls Manager for Bechtel's ongoing engineering services work at Southern Nuclear's three operating nuclear facilities in Georgia and Alabama.

Project Controls Manager, Southern Nuclear Engineering Services Project

2013-Present: Currently, Mr. Moore is responsible for all cost and schedule related functions, including and implementing project controls tools and programs, and providing business direction for project control performance on this project that replaces over 300 Mw of existing aging and under design piping that was deteriorating at the V.C. Summer Nuclear Plant. He provided day-to-day supervision to project controls personnel and integrated with an external group to ensure compliance with execution strategy and objectives. He also enhanced status information and related analysis to the project manager, financial controls, operations manager, and project team, as well as interacting with executive committee, and other business personnel. Additionally, Mr. Moore led specialized studies and provided other specialized support to project and financial management, as required.

Project Controls Manager, West Creek Financial Service, V.C. Summer Nuclear Plant, Replacement Project
2011-2013: Mr. Moore was responsible for all cost and schedule-related functions, including and implementing project controls tools and programs, and providing business direction for project control performance on this project that replaced over 300 Mw of existing aging and under design piping that was deteriorating at the V.C. Summer Nuclear Plant. He provided day-to-day supervision to project controls personnel and integrated with an external group to ensure compliance with execution strategy and objectives. He also enhanced status information and related analysis to the project manager, financial controls, operations manager, and project team, as well as interacting with executive committee, and other business personnel. Additionally, Mr. Moore led specialized studies and provided other specialized support to project and financial management, as required.

Southern Nuclear Associate Project Controls Manager, Turkey Point 3 & 4 Expansion Project Update Project

2009-2011: When assigned to the Turkey Point EPU project, Mr. Moore had a rapid initial position of increasing responsibility including:

- **Shift Change Manager**—responsible for managing the "Team room" for a 43 day outage with a peak staff headcount of 300, reviewing, modifying and driving the project schedule through the nuclear outage, interacting daily with the plant management team, removing obstacles, and finding quick solutions to daily challenges and issues
- **Associate Project Controls Manager**—responsible for document and technical review, developing senior management presentation materials on multiple occasions for client review, creating multiple client review sessions ranging from initial to Level 2 vertical review, personnel management of project staffing decisions, and employee development, maintaining strong bidirectional perspective between the cost and schedule functions, and actively participating in financial development and review
- **Planning and Scheduling Supervisor**—responsible for providing client representation to night shift employees serving as one of the leads during the UJR's outage including analysis, client interaction, major recovery planning, and "team room" staffing, developing unique tools to simplify a complex planning effort that is now used at all customer outage sites
- **Project Planner**—Field and Engineering responsible for maintaining the Project Control status at the Facility Progress Report to customer, scope management, and scheduling lead for all aspects of

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James B. Moore

schedule development including engineering, construction procurement, procurement startup and customer schedule integration

- Project Engineer – responsible for developing a plan to provide an estimate to customers for all the EPC projects along with all the templates required to complete that task in a short duration, conducting phone meeting sessions/interviews at each of the customer's plant sites in which Level I, II schedules will associated resources were developed with the main saying it the basis for all the EPC estimates. Mr. Moore presented the estimate to Bechtel customer senior management.

Project Planner, Midwest Generation Powerplant Environmental Program Project

2008–2009: Mr. Moore's responsibilities included scheduling lead for all aspects of schedule development including engineering, construction procurement, startup, client, and OEM vendor schedule integration on this project to install an air quality control system on a dual unit coal-fired power plant. He worked directly with project management, client management, and OEM management developing all levels of schedule (Level I, II, III, etc.) engineering, the use of Primavera P6 on this project.

Project Planner, Gamma Air Quality Control System Retrofit Project

2008: Mr. Moore provided direction and training to the plant planning staff on the 2,200 MW coal plant, facilitating communication between the Bechtel and Client organizations through interactive white-board schedule development sessions. He led the planning effort of the main measurement installation and its related storage, documenting and fixing quality air flow areas. He also developed a new tracking report to be used by Bechtel and Client management that tracked real-time data in synchronization with the piping installation.

Project Planner, Rebar and Presto Project

2007–2008: Mr. Moore supported the development of the initial estimate and schedule for this proposed power project, developing plans, bid data and step-by-step documentation to successfully acquire project schedule viability, and presenting the overall plan to the project team and leading discussions on the Midway development including risks and challenges.

Engineering Planner/Lead Planner, Oak Creek Expansion (Elm Road) Project

2004–2007: As Lead Planner on Elm Road, a 1,300 MW two-unit EPC new build coal-fired power plant. Mr. Moore was responsible for coordinating and managing the critical action items and tracking the CAI meeting. He provided technical direction to the lead engineering planner and supported bid personnel. He also initiated a number of special studies and 'what if' analyses, as directed by the Project Director. He participated in the establishing of the construction schedule, developed multiple detailed schedule tracking tools to better define project goals, provided important analysis regarding the lifting of certain deliveries to take advantage of the future reduction in the market price of lignite, and developed the first edition Level I detailed schedule.

As Engineering Planner, Mr. Moore was responsible for maintaining the Level I, Level II, and Level III schedules, creating and maintaining bid commodity curves for engineering releases and bid project short-term work plan, analyzing entire schedule releases to avoid potential issues with project deliveries, tracking procurement activities to ensure timely delivery of materials by establishing delivery dates for material requisition, reviewing cost estimates and trends for equipment imports, and developing and maintaining the Engineering Progress & Performance Report and the Engineering dashboard.

Engineering Planner, Missouri River Coalined Diesel Gas Turbine Project

2005–2004: Mr. Moore's responsibilities included developing and maintaining the Level I, Level II, and Level III schedules, bid commodity curves for engineering releases, and the project short-term work plan. He was also responsible for analyzing the entire schedule releases to avoid potential issues with project deliveries including procurement activities to ensure timely delivery of materials by establishing delivery dates for material requisition, reviewing cost estimates and trends for equipment imports, and communicating the overall project schedule to the project and client management.

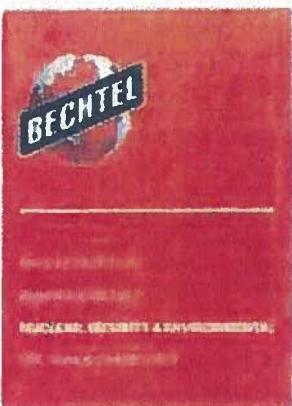
Proposal Planner, Bechtel Project Controls Central Function

2000–2003: Mr. Moore worked with business development managers and construction managers to assist in development of strategic positions of new proposals. He was responsible for developing bidable bidable summary schedules for management review during the proposal phase, developing Level II project schedules, developing and maintaining Level III P3 schedules, developing bid curves and bid down curves, producing development schedules for pre-NTP phase and prebid phase, and maintaining compilation data for new proposals. Proposals ranged in value from \$800 million to \$3 Billion.

Indirect Estimator, Bechtel Power Engineering

1998–2000: Mr. Moore was responsible for developing draft wage rates, supporting the development of manual priceable units, developing home office costs, tracking metrics for proposal costs and services, extracting gathering data for quantity and labor comparisons supporting the preparation of proposal review packages, developing proposal contracts and proposal profitability summaries, and preparing proposal pricing sheets.

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Robert E. Pedigo
Project Startup Manager



Professional Qualifications

Registered Professional Engineer, Pennsylvania (Electrical and Chemical Licenses)

Six Sigma Black Belt

Education

B.S. Electrical Engineering
Pennsylvania State University

Bob Pedigo is a seasoned Startup Manager with 38 years of increasing responsibilities both on projects and in functional management. He is a Bechtel Startup Subject Matter Expert, and his expertise includes plant startup and startup planning of systems and facilities, plant maintenance and reliability (nuclear, petrochemical, and industrial), procedure development, and multi-disciplined organization coordination. In addition, he is a Six Sigma Black Belt who has successfully developed and implemented several startup process improvements.

Industry Experience: Bechtel OGAC Gas & Chemicals (OG&G)

2014-Present: Mr. Pedigo is responsible for strategic functional oversight of the OG&G global business and projects in development and execution around the world.

Cloud Startup Engineer, Bechtel OG&G

2013-2014: Mr. Pedigo was responsible for managing startup at multiple Bechtel Natural Gas (BNG) projects from the Houston OG&G headquarters.

Cloud Startup Engineer, Bechtel Corporation

2011-2013: Mr. Pedigo was responsible for the continued development and revision of Bechtel's corporate Startup Procedures (control and configuration management) and the management of the Executive Startup Engineer Certification program and oversight of corporate startup records and archive. In addition, he served as a Startup Subject Matter Expert in several nuclear power and LNG projects.

Project Startup Manager, in Paper Small Modular Reactor (SMR) and Calvert Cliffs Unit 3

2006-2011: On the in Paper SMR project, Mr. Pedigo provided design input, program development, and early project planning during the development of the SMR design and execution planning. On Calvert Cliffs 3, he performed design input, program development, and early project engineering for the US-EPA nuclear power reactor design that was proposed for the Calvert Cliffs site.

Assistant Manager of Startup, Bechtel OG&C

2004-2006: Mr. Pedigo assisted in United Kingdom oversight of OG&G projects in development and execution.

Six Sigma Black Belt, Bechtel Corporation

2003-2004: As one of the Six Sigma Black Belts, Mr. Pedigo successfully developed, completed, and implemented the Project Improvement Project (PIP) that improved Bechtel's process and procedures for Steam Line Cleaning and Chemical Cleaning. He also conducted Six Sigma awareness training and program audits throughout the company.

Project Support Supervisor, Bechtel Corporation

2000-2003: Mr. Pedigo's responsibilities included project development and support (exception, estimating, schedule development, and execution of effectively major) project execution bulletin and written execution philosophy development for projects mainly in the Power and Government Services sectors.

Lead Startup Engineer, Rover Protection Project

1999-2000: Mr. Pedigo's responsibilities included development of the startup portion of project estimate and scheduling, development of commissioning strategy and startup program, development of test equipment, and

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Subject 3: Pedigo

Preliminary Safety Analysis Report, the provision of input to design for startup, maintenance, and operation of the Department of Energy's nuclear waste vitrification project at Western Waste Impact.

Site Manager, EP America and Koch Refinery Projects

1997-1999: Mr. Pedigo had overall responsibilities for capital projects, maintenance support, and turnaround at EP America's Pasadena, TX plant. For the Koch Refinery, he had responsibility for 1000 direct hire craft and 35 non-craft staff, with access of work including maintenance, turnaround, and capital projects under \$10 million.

Project Startup Engineer, Koch Refinery and Hoechst Celanese Project

1994-1997: Mr. Pedigo's responsibilities included stochastic alliance development; Koch Corporate maintenance program reengineering; KHC/CU maintenance program development (East and West plants); plant reliability program development; maintenance technology development; and maintenance resource redeployment. On the Hoechst project, his duties excluded direct guarantee organization restructuring, plant reliability program improvement, process and equipment improvements, and plant preventive / predictive maintenance program development.

Project Engineer, Bechtel and Great Cities Nuclear Power Plant Management & Modification

1991-1994: Mr. Pedigo's responsibilities included oversight of the resident engineering group, client interface, building a technical team, and facilitating execution of work, as well as project planning, management group restructuring, and site procurement process evaluation.

Project Startup Engineer, Bussmann and Sioux Falls Electric Station

1987-1991: Mr. Pedigo served as site manager for all electrical activities at Sioux Falls, including replacement of operating plant services and coordinating support with multiple Bussmann offices. Additionally, he performed the transition from PNL to PNL as a mechanical maintenance planning. His responsibilities included generating 4000 plant trip limit authorization documents using PNL's framework, knowledge of ASME Code (including NPS 1991), code rules, logic and code related and expression requirements, familiarity with plant technical specifications, preparation of yield analyses, status estimating, ALARA (radiation blocking, personnel safety) dosing) materials and parts, operating plant impacts, liberal tooling and techniques.

Senior Startup Engineer, Southwestern Steam Electric Station

1982-1987: Mr. Pedigo was Antioch/PLC group supervisor responsible for special projects, design change, package implementation, Regulatory Guide 1.97 changes, and human factors engineering. Additionally, as supervisor of the procedure-writing group, he was responsible for technical specification compliance review documents and local plant alarm response procedures. Later on in this project, he was responsible for project coordination and startup of an additional staffed emergency diesel generator, as well as schedule development, project scoping, design compliance, and operability review.

Startup Engineer, Southwestern Steam Electric Station

1980-1982: Mr. Pedigo was responsible for the startup of the 1000 ton steam tracing, as well as the startup of the standby diesel generator and 84 and 120 VDC systems. He assisted in the Unit 1 integrated linkage test and preliminary work for vendor radioisotope instrumentation.

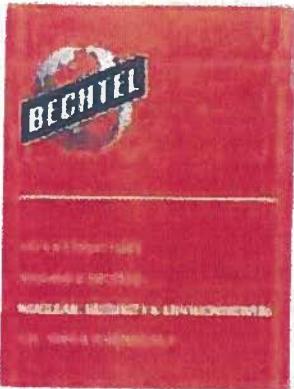
Field Engineer, Coconino Peak Nuclear Generating Station

1979-1980: Mr. Pedigo was responsible for performing turnover packages, system scope, and system interfaces, generating and verifying construction punchlist complete, conducting weekly construction turnover progress meetings, and presenting system turnover to client.

Plant Engineer, Southwestern Steam Electric Station

1976-1978: Mr. Pedigo was responsible for the electrical and instrumentation portion of the primary containment structural integrity test, civil support in the reactor building and control structures, and reactor and equipment installation for the control structure, containment, and reactor buildings, including the advanced control room/interior generation control computer (ACR/GCC).

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Jerry B. Pettis
Project Administrator



Education

- B.S. Business Administration
Lander University

Military Service

- U.S. Army 1968-1971
- South Carolina Army National Guard 1972-1978

Jerry Pettis is a seasoned, results-oriented professional with 28 years of experience within contractor organizations supporting Department of Energy nuclear facilities and the National Nuclear Security Administration. He has proven leadership capabilities in interpreting and executing requirements, reducing costs, maximizing team productivity, and developing innovative tools. He has successfully managed teams responsible for a variety of administration functions to include prime contract requirements, records administration, document control, publications, training, and related budgetary processes. He has returned to Bechtel employ after several years of retirement.

Document Services Manager, Capitated Uranium Fluoride (CUF) Project, BNFL Conversion Services

2011-2013: Mr. Pettis managed the acquired and ongoing operations of the CUF conversion plant in Paducah, Kentucky and Paducah, Ohio, as well as the executive office functions located in Lexington, Kentucky. His responsibilities included managing all project records, document control, and procedures functions. He ensured that Department of Energy (DOE) documents and records were created, maintained, captured, and presented punctuated requirements.

Manager, Y-12 Program Services and Infrastructure, East Alabama National Laboratory, Huntsville, Alabama

2009-2011: Mr. Pettis managed administrative and facility services for a \$312 million American Recovery and Reinvestment Act of 2009 (ARRA) environmental cleanup and decontamination and decommissioning project. His responsibilities included ensuring that the stringent reporting requirements required by ARRA were met, managing all project records, document control, and procedures functions, project planning, development, implementation and tracking, development and implementation of a risk-based system of external communications, and outreach program, facility utilization and staff management, radioactive waste issues, storage and resolution, and project closure.

Performance Manager, Prime Contract Management Office, Lawrence Livermore National Laboratory, Livermore, California

2007-2009: Mr. Pettis managed complex activities for the laboratory's prime contract, which include ensuring that organizational objectives involving the performance evaluation, project program direction, cost accountability, and other aspects of overall contract management are met. He was the lead functional manager between the laboratory and external agencies for the evaluation and interpretation of regulations and standards for applicability to the prime contract, coordinating with National Nuclear Security Agency's Lawrence Site Office in making changes to the list of DOE orders, notices, and standards included in Appendix G of the prime contract. Additionally, he ensured that responsive managers address the cost and schedule impacts of any proposed change of requirement to the contract and coordinating assessment outcomes with the Lawrence Site Office.

Document Control Group Leader, Information Resources Management Division, East Alabama National Laboratory, Bechtel National

2006-2007: Mr. Pettis managed complex activities involved in establishing lower procurement, operational activities by establishing an institutional customer focused centralized document control program for the laboratory, integrating multiple disparate document control processes and systems into an integrated program. He established document handling and performance expectations for laboratory document control staff to ensure consistent document control capability and that the appropriate laboratory documents were retained and up-to-date versions were available to all within a timely fashion. He also assisted the IRES division, Resources Management Division Leader in developing and maintaining the division budget.

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John D. Pepple

Manager, Information Resources Department, Nevada Test Site, Bechtel National

2004–2006: Mr. Pepple managed complex institutional level activities for a variety of administrative and technical support services for Bechtel's work on the Nevada Test Site. His responsibilities included functional management of all Bechtel administrative employees and technical writers, operation of the Nuclear Testing Archive program (management for all institutional records and document control/institutional scientific and technical information programs), office services functions such as printing and reproduction services, mail services, printing services through the Government Printing Office (GPO), and convenience copies program management.

Manager, Program Administration and Support Department, Site A Savannah River Site, Bechtel National

2002–2004: Mr. Pepple managed extensive department level activities in support of environmental restoration activities at the 240 square mile Savannah River Site. His responsibilities included development and implementation of operations and regulatory training for environmental restoration employees, development, revision, updating and maintenance of procedures; production of a large number of regulatory documents, development of graphics and presentations to support internal and external communication of the environmental restoration mission, challenges, and successes; document control and records management, to include management of the site Administrative Record and public reading room materials, management of the remediation center staff capacity, coordination and management of division clerical and secretarial support personnel, and accountability and inventory of all division property and facilities.

Education Training, Procedures, and Reporting Manager, Site A Savannah River Site Project, Savannah River Site, Bechtel National

1995–2002: Mr. Pepple managed division level activities that included the analysis, design, implementation, installation, and management of initial and continuing training for job-specific operator staff, supervisor and manager training programs. These programs included general, task-specific, and regulatory training for 400+ employees and subcontractors, the development, agreeing, publication and technical support for presentations and reporting to audiences including Department of Energy, Environmental Protection Agency, South Carolina Department of Health & Environmental Control, and the site's Citizen's Advisory Board. He also oversaw the management and maintenance of the division's emergency action and emergency response programs.

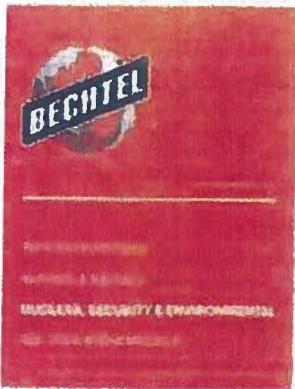
Administrative Manager, 450-MW Pines Unit, Savannah River Site

1993–1995: Mr. Pepple managed all phases of administrative support for the site's 70 Mw² cool flow power plant steam plant, including the interpretation and administration of Power Operators Department plans and policies, document control and records management, procedures development and publication and maintenance. He was also responsible for the analysis, design, implementation, evaluation, and maintenance of initial and continuing training for job-specific operator staff, supervisor and manager training programs for 300+ employees, as well as facility issues investigation as Critical Director. He also functioned as interface with the DOE facility representative for classification, identified facility and programmatic issues and served as area emergency coordinator.

1987–1993: Prior to his position as Administrative Manager, Mr. Pepple held several positions of increasing complexity and responsibility at Savannah River, including the development of a cross functional team to identify, categorize, respect and maintain the site's eastern dams. He was awarded the prestigious George Washington's Superior Award of Excellence for successfully supervising the \$10 million 19 month FAS Plant eastern dam emergency stabilization project.

Various positions in Manufacturing, fuel services, finance, management consulting, and industry
1967–1987

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Professional Qualifications

- Registered Professional Engineer in Pennsylvania

Education

- U.S. Civil Engineering University of California
- Certified Bechtel Executive Plan Civil

Michael K. Robinson

Construction Manager

Mr. Robinson has more than 44 years of project and corporate management, construction, and engineering experience on various fossil and nuclear power generation projects worldwide, as well as U.S. Government environmental remediation and infrastructure rebuilding efforts. He has provided leadership on some of the largest mega-projects in the power and government sectors. His career has spanned all aspects of project and construction management of solid fuel, natural gas, and nuclear facilities, as well as commercial and engineering roles of increasing responsibility. He is a proven and highly respected leader who is equally adept in managerial, technical, and commercial roles. He has recently returned to Bechtel after several years in retirement.



Project Manager/Clean Management, Crystal River Unit 3 Construction Report Project

2012-2013: Mr. Robinson led the multidisciplinary team to develop engineering implementation solutions and cost and schedule estimates for the Crystal River 3 regeneration documentation report, one of the most technically challenging efforts in the industry, from its initial development through the end-of-implementation effort until the project was completed by the customer and the departmental staff.

Project Manager, M-3 Building Project

2010-2011: Mr. Robinson was responsible for managing the closure of the existing vessel for the waste incinerating system and giving timely and justifiable estimates with them to the Department of Energy (DOE) site Project requirements who to design the systems and provide testing that demonstrated the design work. DOE HQ and local office personnel required that any changes surrounding the M-3 building work identified to ensure that the plant will operate in its 40 year life.

Area Project Manager/Project Operations Manager, Waste Treatment Plant (WTP)

2007-2010: Mr. Robinson was the Area Project Manager for the plant-wide program that includes Engineering, Construction, Acceptance, Service, Materials Management, and Startup for the WTP. Mr. Robinson has the responsibility to manage that each department is meeting their budgets and no budgets have to drop due to meet the project needs and have proper plans to go forward. Each department had to identify any cost or schedule changes and have adequate documentation and justification for those changes. Mr. Robinson interfaces daily with his client counterpart to ensure they have a handle on current issues and insights. In addition, he was the Project Operations Manager and these additional responsibilities included safeguards and security risk management, project support, and special project management projects. He was also the Site Sigma deployment manager.

Site Manager, Oak Creek Expansion Project (Elmwood)

2004-2007: in this capacity, Mr. Robinson was involved in developing the construction management for the 1,300 MW two-unit coal-fired power plant, including detailed up-front plant fit for execution of the project, staffing, schedule, erection, startup, and interface with engineering, vendor, subcontractors, and owners. The execution of this work included day-to-day direction of all construction personnel, interface with the owner and other agencies to resolve open issues, answer questions, and coordinate plans, schedules, and the existing issues plant on the same site.

Operations Manager, Iraq Project

2003-2004: Mr. Robinson was responsible for all work in the northern two parts of Iraq which included industrial power, industrial water, and waste projects. Include repair, telephone, refrigeration, repair, and hospital repair. Daily contact with both USAID and the U.S. military as required to coordinate work and insure the most necessary projects were worked and funds were available. Ad-hoc coordination with the

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any Novatec personnel was also required to insure they were kept informed about the status of projects, and they agreed with the proposed projects being planned.

Project Controller Manager-North America, Bechtel Power

2000-2003: Mr. Robinson was responsible for project execution of over half of the on-going North American power projects, including establishing the project management philosophy and procedures, continuously monitoring the project status including cost, scheduling, safety, staffing, change orders, and client relations. He provided real time feedback and guidance to the project managers about their performance, in addition to providing training and personal development. Mike assisted Business Development with project development and reviewed the commercial issues to ensure that they met business requirements.

Project Operations Manager-Europe, Africa, Middle East, Bechtel Power

1999-2000: In this capacity Mr. Robinson was responsible for project execution of all power projects in the EMEA region, including establishing project management philosophy and procedures. He continuously monitored project progress including cost, schedule, safety, client relations, staffing, and trends. Mike assisted with Business Development efforts and conducted with final estimates. He interfaced with other Regional Project Managers to optimize resource usage and efficient execution.

Project Director, Dabhol Power Station Project

1994-1999: Bechtel and General Electric (GE) formed a consortium to perform the engineering, procurement, construction, and startup of this 2,240 MWh combined cycle power plant in India (at the time the largest foreign investment in India), with GE providing the major equipment and Bechtel providing the balance of the work. Mike had overall responsibility for the consortium, as well as being the primary interface with the Owner's Project Director. Primary activities included developing project execution philosophy, Bechtel/GE interface and day-to-day direction to the project manager and site manager.

Manager of Projects, Project, Bechtel Power

1992-1994: Mr. Robinson was responsible for the overall management of numerous local projects in various stages of development and execution. He supervised project managers and assisted them in setting goals and establishing philosophy of approach to individual projects. Mike provided guidance to project managers in their day-to-day activities, including client relationships and providing formal and informal training and development of the project managers. He also coordinated interaction between projects in areas of business unit goals, company direction, relevant project experience, resource sharing and allocation, and other pertinent information.

Project Manager, Coryton Cogeneration Power Project

1991-1992: Mr. Robinson was responsible for developing a lump sum package for the engineering, procurement, construction, and startup of a 600 MWh combined cycle generation plant for the Major Refinery in Coryton, England. This included preliminary engineering to identify the technical scope of the project, selection and negotiation for lump sum contracts for the gas turbines, steam turbine, HRSG, and air cooled condenser. Also included were development of a construction and labor relations plan, project schedule, status program, and full lump sum estimate. Assistance was provided to the Client for permitting and non-regulatory interfaces. Contract negotiations for all forms and conditions were also included.

Project Manager, Panther Creek Project

1989-1991: Mr. Robinson assisted in project development including contract negotiations, cost, schedule and testing requirements. He was responsible for project execution and management of engineering, construction, startup, procurement, and project controls. Mike established and communicated with clientowner including change order negotiation and approval. He established terms and philosophy of job execution and kept appropriate management updated on project status. He also assisted jobsite flow and successful completion.

Project Manager, Scranton Project

1989-1990: Mr. Robinson assisted in project development including contract negotiations, cost, schedule and testing requirements. He was responsible for project execution and management of engineering, construction, startup, procurement, and project controls. Mike coordinated and communicated with clientowner including change order negotiation and approval. He established terms and philosophy of job execution and kept appropriate management updated on project status.

Project Superintendent, Gibbstown Cogeneration Project

1988-1989: Mr. Robinson was the Project Superintendent for the construction of a \$100 million cogeneration facility. Content included power plant and coal handling facility — 40 percent was subcontracted. Mike supervised 30 nonmanual and 200 craftsmen.

Liquid Carbonate Coordinator, Scott Point Cogeneration Project

1984-1986: Mr. Robinson's duties included front end planning and contract package assembly. He also supervised the contract coordination on a fluidized bed boiler.

Chemical, Mechanical, and Electrical Craft Superintendent, Grand Gulf Nuclear Power Plant

1983-1984: Mr. Robinson's duties included front end planning and contract package assembly. He also supervised the contract coordination on a fluidized bed boiler.

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Report of John W. Robinson, Nuclear Quality Control Engineer

1981-1983: Mr. Robinson coordinated civil contractor standing forecasts and specifications interpretation. Requested and requested the work and negotiated vendor and vendor.

Nuclear Civil Engineering and Quality, Chairman, Grand Gulf Nuclear Power Plant

1975-1981 assignments at Grand Gulf included Assistant Lead Civil Engineer, Lead Area Engineer for the yard and control building, and Resource Civil Engineer. Main responsibilities of the Project Engineer at the Jabilice Dukes, as Lead Civil Quality Control Engineer and Assistant Project Field Quality Control Engineer included developing implementation of the program quality control policy and coordinating the work of all QC disciplines. Lead assignments included responsibility for vendor contract changes, input to approval and industry committee meetings. As IVAAC Coordinator, plan, coordinate, the compilation of an training and consulting systems with the contractor and Bechtel. He supervised up to 100 people.

Construction Superintendent, SAVAGE PS

1972-1973: Main reviewed drawings, specifications, project schedules, and procurement packages to track through design and construction for the SAVAGE PS nuclear plant.

Civil Design Engineer, FETT

1971-1972: Main performed structural design and analysis for structural steel and concrete structures.

Civil Fluids Engineer, Calvert Cliffs Nuclear Power Plant

1969-1971: Main was responsible for planning and scheduling, inspecting field structures, review drawings, quantity accounting, and scheduling civil activities.

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Stephen D. Routh

**Project Manager
(Engineering and Licensing)**



Educational Qualifications

Registered Professional Engineer - Virginia
Sri Sigma Chiappa

Education:

B.S.A. - Lipman, Routh
St. Mary's College
MEng Nuclear Engineering
Pennsylvania State University

B.S. Nuclear Engineering
Pennsylvania State University

Memberships:

Member American Nuclear Society

Member AHS Large Light Water Reactor Consensus Committee

Member EPRG Advanced Nuclear Technology Group

Member NEI CGL Task Force

Member NEI Seismic Issues Task Force

Steve Routh is a Senior Project Manager with over 35 years of nuclear experience and is currently the manager of Bechtel's Nuclear Engineering Services group. He has supported new nuclear generation efforts at various sites since 2001 and is recognized as an industry expert in nuclear engineering, safety, and licensing. Additionally, Steve is an active member of NEI and EPRG new generation task forces and working groups.

Manager, Nuclear Engineering Services

2009-Present: Mr. Routh is responsible for Bechtel's engineering and licensing services projects including support of operating plants, new nuclear generation, PWR refueling rod inspection projects, and proposal preparation. He was previously the Project Manager for New Nuclear Generation Projects. Projects supported during this period include

- North Anna Unit 3 Owner's Engineer and CGL (APWR/EGRVTR)
- Turkey Point CCS (AP1000)
- Calvert Cliffs CGL (U.S. EPRG)
- South Texas CCGT (ABWR)
- V.C. Summer Units 2 & 3 Engineering and Licensing Support (AP1000)
- HENOC New Nuclear Site Selection Study (InPower)
- AREVA CCGT U.S. EPRG
- Indian River Construction Permit Application (InPower)
- Dominion South Texas, Vista Bay, and Constitution Fukushima response projects
- SONGS Spent Fuel Pool Islands Cooling
- Vermont Yankee Decommissioning/Coolant Exchange
- Monticello and Prairie Island design modifications
- Pennsylvania/Foxconn New Plant Constructability and Schedule Assessment (EPR and ABWR)
- Wyksta Newspad (UK) New Plant Schedule and Cost Study (ABWR)

Additionally, Mr. Routh managed Bechtel's overall Fukushima response efforts including industry representation and development of approaches and capabilities, as well as responsibility for nuclear driven preparedness.

Project Manager, Early Site Permit/Combined Operating License Technology Group

2001-2008: As Manager of the ESR/CCG Technology Group, Mr. Routh provided engineering and technical oversight of Bechtel's new generation projects (Calvert Cliffs, North Anna, South Texas, Vogtle, V.C. Summer, Turkey Point, and Vitozza County). He was also the project manager for the North Anna ESR, Turkey Point CCS, and SRS Engineering project and the Turkey Point CCGT project.

Manager of Regulatory Affairs, Nuclear Power

1999-2001: Mr. Routh was responsible for the licensing and regulatory oversight of the Bechtel nuclear power projects, new nuclear generation system replacements (NGR), operating plant services, and SRS/CCG Bechtel generic licensing service.

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1995–1999: Mr. Routh managed the preparation of the OPA 2000 Safety Analysis Reports for the Pinckney and Edisto units at South Carolina plants, and managed activities for the project team, including subcontractor support. He also provided detailed cost and schedule support, technical review of license applications, responses to NRC questions, and interfaced with NRC and DOE personnel. Mr. Routh also established regulatory procedures for 10997 oversight.

Project Manager for the NPPA's Units 3 & 4, South Africa 2 and Terme Surya Generator Replacement Projects

1991–1995: Mr. Routh's duties included managing environmental impacts, cost review, and licensing engineering activities in support of the project including initiation of alternative approaches, conceptual and detailed engineering, nonconformity review, subcontractor control, and client interface.

Additional Client Activities: Engineering

1987–1991: Mr. Routh provided nuclear licensing support in operating plant renewal projects in the areas of design change packages, operability and safety evaluations, justified shutdown optimization, Plan 21, and NRC interagency, and assisted in the administration of the nuclear department and agency planning.

NuScale, Licensing Support

1983–1987: Mr. Routh prepared the safety analysis report, environmental impact, and license application for the Surya plant (original independent spent fuel storage installation) in first licensed in India. Duties were supportive of initial operating plant services and GEMR events.

Licensing Engineer/Easy Supervisor, Grand Gulf Project

1980–1982: Mr. Routh supported the licensing effort for the operating license, preparation of the EIA environmental report, and the technical specifications. He supported NRC question responsive public hearings, as well as NRC safety evaluation report review and SEPR comment responses.

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Edward (Ed) A. Sherow
Engineering Manager

Technical Qualifications

Mr. Sigma Champion

Education

B.S. Electrical
Engineering, Pennsylvania
Technological Institute

Ed Sherow has over 43 years of engineering experience in the nuclear and fossil power industry, focusing on all phases of power plant activities, with specific background in electrical. He has worked on numerous projects throughout his career including Calvert Cliffs, Grand Gulf, Turkey Point, and Brown's Ferry Units 1 and 3 nuclear plants, as well as the design development of the U.S. EPR and the associated submittal of a COL for Calvert Cliffs Unit 3.

Engineering Manager, Nuclear Projects

2012-Present: Mr. Sherow is currently responsible for functional engineering management, strategic development, and execution of multiple nuclear projects. Work involves coordination and review of projects, eliminating/reducing process setup and staffing review, quality schedules, and budget performance monitoring, project-specific process and procedural approvals, and coordination of nuclear engineering experience between multiple nuclear projects.

Nuclear Project Engineering Manager/Project Engineer, U.S. EPR Design Development & Certification and Calvert Cliffs Unit 3 COL

2005-2011: Mr. Sherow managed the detailed design for the U.S. EPR's 1,100 MW Generation III+ nuclear plant, with the first plant in the U.S. targeted for Calvert Cliffs. He also managed the work associated with supporting AREVA in achieving design certification. He also managed the development and support to Unistar JV at EDF and Constellation for submitting of the Combined Operating License Application for Calvert Cliffs Unit 3 based upon the EPR technology.



Fossil Project Engineer, Fossil Technology Group

2005-2009: Mr. Sherow managed the development and design of fossil generation plants. Work involved supervision or coordination of multidisciplinary engineers, technical specialists, estimators, and Business Development to prepare proposals and the development aspects of fossil power projects. Close client coordination was required.

Plant Integration Manager/Electrical Manager, Brown's Ferry Unit 3 Restart Project

2003-2005: Mr. Sherow was responsible for the overall execution and quality of work relating to technical reporting, integrated test equipment fit programming, data integrity, and overall testing program.

Assistant Project Manager/Project Engineer, Mountainview CCST Project

2001-2002: As assistant project manager on the combined cycle gas project, Mr. Sherow's responsibilities included supervising execution planning, contract administration of the EPC Agreement, contract administration of major equipment (including the GE Power Island subcontract), contract compliance as well as the championing of other specific areas of critical concern to the success of the project. He was also responsible for interface with the Owner's project manager and for monitoring cost and schedule progress. As project engineer, he was also responsible for the overall engineering of the project, including technical correctness, compliance with codes, optimizing design/installation costs, and interface with suppliers and clients.

Fossil Project Engineer, Fossil Technology Group

1996-2001: Mr. Sherow managed the development and design of fossil generation plants. Work involved supervision or coordination of multidisciplinary engineers, technical specialists, estimators, and Business Development to prepare proposals and the development aspects of fossil power projects. Close client coordination was required. During the period Mr. Sherow also completed a 7-month assignment in 2000 at the Red Hill Generation Facility (about a 440 MW CFB in Mississippi) as the Project Field Engineer responsible for all Field Engineering activities at the site.

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Exhibit 6. Sharrow

Shaw Project Manager, Electrical Control Systems (ECS) Group

1996-1999: Mr. Sharrow managed the electrical M&G. The group is an integrated cross functional team of engineering and procurement professionals implementing the facilities supply chain strategy. Efforts focused on optimizing and managing cost and schedules in the delivery of equipment. Key items included identifying power sources and equipment, implementing standard contracts, reviewing critical requirements and negotiating supplier agreements. During this period he increased the automated Electrical Control Systems (ECS) unit from 8 separated into two groups.

Project Manager, Substation & Transmission Engineering

1993-1996: In this assignment, Mr. Sharrow was responsible for acquisition and technical acquisition of the Charlottesville Substation Transmission Engineering (STE) Group. The STE Group varied in size from 20 to 30 multidiscipline engineers doing switchyard and transmission line work directly for utilities while also supporting External New Generation projects.

Project Engineer, Brown Ferry Nuclear Unit 3

1991-1993: Mr. Sharrow's responsibilities included overseeing the electrical discipline consisting of 135 to 200 engineers preparing design modifications for upgrading Unit 3 to allow restart. This included monitoring schedules for all activities, reviewing costs, interfacing with client, supervising personnel, and preparing, evaluating and approving documents. He was also responsible for proposal projects involving the 1300kW Propulsion Group. Specific project details included overall responsibility for Procurement Engineering Group and engineering scheduling for restart of Brown Ferry Unit 3. For the DOD Transition Group, his role was responsible for multidiscipline group of 250 engineers preparing design modifications for upgrade of Unit 3 to new system. This included monitoring schedules for all activities, monitoring costs, interfacing with the client and preparing, evaluating and approving DOD engineering documents.

Project Engineer/Group Supervisor, FPL Projects

1986-1991: Mr. Sharrow was responsible for managing FPL's drawing update efforts to Turkey Point Units 3 and 4. Work included preparing drawings as client representative, monitoring and directing work output, reviewing schedules, integrating work priorities for up to 600 engineers, and managing budget/revenue. He was also responsible for managing the through load, demand, plant services and the electrical and I&C work.

Group Supervisor, Electrical/Control Systems Group, Operating Services

1984-1986: Mr. Sharrow's tasks included supervising electrical and instrumentation and controls (I&C) work in various operating plants. He approved drawings, calculations and installation packages, preparing/evaluating proposals, coordinating with vendor/client, monitoring schedule/lead times, and electrically oriented systems work, up to 20 engineers. Typical projects included addition of oil purifiers to Unit 1A Wagner Unit 3, addition of dry coolers, steam coil storage, radiation monitoring upgrade, and a turbine shutdown for Virginia Power's North Anna and Surry Nuclear Stations, addition of natural-gas burners for Unit 1B Wagner Unit 2, upgrading coal handling and sampling for Virginia Power's W. M. Barron Plant, a conversion to natural gas for FPL's Martin plant, and using coal water slurry as an alternate fuel for the Pocer plant at Linton.

Group Supervisor, Electrical/Control Systems Group, Grand Gulf Units 1 and 2

1976-1984: In this assignment, Mr. Sharrow's responsibility evaluated approved drawings, calculations and installation packages, preparing/evaluating proposals, coordinating with vendor/client, monitoring schedule/revenue, and supervising electrical and I&C work.

Electrical Field Engineer, Entergy Cliffs Units 1 & 2 and Grand Gulf Unit 1

1972-1980: Mr. Sharrow was responsible for overall installation and review of factory or vendor purchased systems. Duties included verifying system scope, walking down the system to ensure construction reflected design, interfacing with Design Engineering, preparing punch lists for outstanding items, and releasing systems to Startup. He was also responsible for cause analysis. Duties included verifying routing during drawing review and walkdowns, conducting roadside cable inspections, verifying termination installations, cable termination inspection documentation, review and resolving problems.

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George D. Spindle

Construction Manager

- Technical Qualifications:**
- Registered Civil Engineer California and Pennsylvania (Retired)
 - Member, National Society of Professional Engineers
 - Member, California Society of Professional Engineers

- Education:**
- B.S. Civil Engineering & Mathematics, University of Arizona
 - Construction Executive Program, Texas A&M University

Over his 47 year Bechtel career, Mr. Spindle has served in a variety of construction management and leadership roles, both domestically and around the world. He offers broad and deep construction and managerial experience from nuclear and fossil power plants to oil and gas facilities with a variety of execution and contractual models. He has a proven ability to both manage and lead others in order to successfully execute projects on time and budget. Currently, Bechtel is privileged to have Mr. Spindle as a consultant resource, and he serves as a construction subject matter expert on a variety of Bechtel projects worldwide.

Construction Manager, Bechtel Corp.

2005-current: Separate assignment from Bechtel, Mr. Spindle has consulted on various Bechtel projects, providing insight on nuclear and fossil power, mining and metals, infrastructure, and oil and gas projects. His input has included analysis of execution strategies, risks, and implementation of lessons learned as well as commercial and technical aspects of projects. He has also led two assessments of the status, challenges, and opportunities on the Wana Bar Unit 2 Completion Project.



Site Manager, Olympic Dam Project

2009: Mr. Spindle was the Site Manager of the Olympic Dam Project in Australia, a \$12B uranium mine for BHP Billiton awarded to Bechtel on an EPC basis. He led the development and execution planning for the project until it was canceled due to the economic downturn.

Manager of Construction, Bechtel Oil, Gas & Chemicals (OGE/C)

2003-2008: Mr. Spindle oversaw the construction execution and personnel deployment for all OGE/C projects worldwide.

Manager of Construction, Bechtel Construction + Operations Incorporated (BCO)

2000-2003: Mr. Spindle was responsible for the world-wide execution of construction projects, deployment of construction personnel, and the effective implementation of processes and procedures.

Manager of Construction, Bechtel Construction Co./Bechtel Builders Inc.

1994-2000: Mr. Spindle was responsible for the execution of all construction projects in the Asia Pacific region, deployment of construction personnel, and the effective implementation of processes and procedures.

Manager of Construction, Bechtel Construction Co.

1992-1993: Mr. Spindle was responsible for the execution of all construction projects in Western North America and the Asia Pacific region, deployment of construction personnel, and the effective implementation of processes and procedures.

Manager of Construction, San Francisco Regional Office

1990-1992: Mr. Spindle was responsible for the execution of all construction projects increased by the SF office, deployment of construction personnel, and the effective implementation of processes and procedures.

Construction Manager, Bechtel Construction, Inc.

1989-1990: Mr. Spindle was responsible for the construction execution of all direct hire power and petroleum projects.

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Harvey B. Sprinkle

Field Construction Manager, Union America Nuclear Power Plant, Calvert Cliffs Project
1986-1989 Mr. Sprinkle was responsible for the construction execution of the 120 MW California project which initially used natural gas to provide steam to generate electricity and power to the electric grid.

Field Construction Manager, Gilley Creek Generating Station Project
1986-1987 Mr. Sprinkle was responsible for the construction execution of the 115 MW California project which initially used natural gas to provide steam to food processing and power to the electric grid.

Field Construction Manager, Projects Superintendent, Cybex Units 3 & 4 Power Project
1979-1986 Mr. Sprinkle was responsible for the construction execution of two coal-fired units in Montana producing 740 MW each. He began this project as Superintendent and in 1984 became the Field Construction Manager.

Plant Civil Superintendent, Limerick Nuclear Generating Station
1974-1979 Mr. Sprinkle was responsible for all civil work in the reactor buildings.

Assistant Superintendent, Fox Bridge Generating Station
1973-1974 Mr. Sprinkle was responsible for managing all craft resources involved in the construction of three coal-fired units in Wyoming producing a total of 110 MW.

Senior Field Engineer/Construction Coordinator, Memphis Nuclear Generating Station
1971-1972 As Senior FE, Mr. Sprinkle was responsible for construction planning and scheduling and to work with the construction teams between the field work and engineering.

Field Engineer, Millstone Nuclear Power Plant
1968-1970 Mr. Sprinkle was responsible for the construction planning and scheduling.

Manager Construction Risks
1961-1968 Mr. Sprinkle held various construction labor and management leading positions.

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V.C. Summer Nuclear Generating Station Units 2 & 3 Project Assessment Report

February 5, 2010

Appendix C

Bechtel Weekly Reports

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Bechtel Weekly Report
V.C. Summer Units 2 &3 Completion Assessment
Week Ending August 28, 2015

- Members of the Bechtel team are scheduled to arrive onsite on Tuesday afternoon September 8
- On August 19, Bechtel provided a suggested agenda for the Wednesday, September 9, Consortium presentation at the site. A revised version of the agenda was received from WEC on August 25. Some additional suggested changes were provided by Bechtel on August 26.
- On August 24, a conference call was held with WEC to discuss Bechtel's document request list.

WEC described the status of identifying and obtaining approval to release copies of documents to Bechtel.

WEC described that a document room would be setup in the NOB where hard copies of certain documents would be placed.

Bechtel provided clarifications of several documents requested to WEC on August 26.

No new documents were received from SCANA or the Consortium during the week. The last documents received were posted in SCANA's electronic reading room on August 14.
- A CD of the Owner's P6 Integrated Project Schedule (IPS) was received on August 19. Since then Bechtel has down loaded the schedule, identified the subprojects, and has begun manipulations of the schedule data. Based on initial reviews

The IPS CD does not include all of the P6 schedule files (e.g., the WEC Engineering files are missing and the Milestones integration file was not provided). Without the Milestones file, schedule calculations cannot be performed.

It appears that there are as many as 60 mandatory constraints in the schedule data base that are precluding a true calculation of critical path negative float. The path that will have the largest impact appears to be through the shield building.

There appear to be minimal quantities loaded in the schedule. Quantities for the next 3 months are included, but it is not clear if they are complete. Quantities loaded in the schedule are needed to understand the impacts on installation sustained unit rates.

A preliminary manpower curve extracted from the schedule shows a peak of around 450 000 hours (2,200 craft) for a single month. This appears significantly low for a two unit construction effort.
- An initial discussion of the above schedule items was conducted with CB&I Project Controls personnel on August 26.
- Members of Bechtel's team continued their review of documents provided by SCANA and the Consortium.
- Began review of subproject schedules related to Construction. Also began review of subproject schedules containing Engineering, Licensing, Procurement/Subcontracts, and Quality Assurance activities.
- Prepared preliminary list of Construction discussion topics and questions in preparation for site mobilization and initial interviews.

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Bechtel Weekly Report
V.C. Summer Units 2 & 3 Completion Assessment
Week Ending August 28, 2015

- For Construction, Bechtel is interested in more information about the shield building. Bechtel's assessment will focus on panel fabrication, engineering tolerances, engineering changes, and installation sequencing. Installation of bulkheads is likely a near second critical path and will also be a focus area for the assessment.
- Information still needed from the Consortium for the Construction assessment includes

Quantity curves
Unit rates
Manpower curves (non-manual and craft)
Percent complete curves and method of calculation
Manpower loaded schedule
Equipment release dates
Module details, delivery schedules, and summary of all
Shield wall details and delivery and installation schedule

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Bechtel Weekly Report
V.C. Summer Units 2 &3 Completion Assessment
Week Ending September 4, 2015

- Members of the Bechtel team are scheduled to arrive onsite on Tuesday afternoon, September 8
- The Consortium presentation to the Bechtel team is scheduled for Wednesday September 9. A final agenda was issued by WEC on September 7
- Status of Bechtel's document request
 - No new documents were received from the Consortium, SCANA, or Santee Cooper during the week. The last documents received were posted in SCANA's electronic reading room on August 14.

Members of Bechtel's team continued their review of documents that have been received to date

In September 4 and 7 emails WEC provided the following status of documents

219 Total Items Requested

- 138 items previously issued electronically or via IPS disc
- 20 items have been marked as duplicates to other items on the list
- 3 items have been approved as software access – no documentation required
- 1 item needs clarification from Bechtel regarding Bingo sheets (10 19)
- 57 remaining items required approval to release

Remaining 57 Items

- 45 items have been approved and printed or made available for review. The reading room should be set up on Tuesday, September 8 for access by the Bechtel team
- 10 items have been approved and are part of the September 9 presentation and/or will be made available during follow-up deep dive sessions (difficult to produce copies of the information)
- 1 item is approved but information is still being gathered regarding Construction Equipment plan (A 51)
- 1 item will be discussed on September 9 - Engineering Manpower curves (10 13)
- A CD of the Owner's P6 Integrated Project Schedule (IPS) was received on August 19. Bechtel has down loaded the schedule, identified the subprojects, and is continuing to manipulate the schedule data. Bechtel's Project Controls, Construction, Engineering, Procurement, and Licensing personnel continued our review of the IPS information

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**Bechtel Weekly Report
V.C. Summer Units 2 & 3 Completion Assessment
Week Ending September 11, 2015**

Work Activities Performed Last Week (September 8-11)	
1.	<p>1.1 General</p> <ul style="list-style-type: none"> The Bechtel Assessment team arrived on Tuesday, September 8, 2015 to begin the six-week, onsite assessment effort. WEC and CB&I Consortium members gave a full-day presentation to the Bechtel Assessment team on Wednesday, September 9, 2015. Copies of the presentation were placed in the Assessment Reading Room. The Bechtel Assessment team spent most of Thursday, September 10, and a large part of Friday, September 11, in training in order for the Bechtel team members to be granted a badge that will allow the Bechtel personnel unescorted access to the site. It is expected that the badges for unescorted access will be issued sometime during the week of September 14. On Friday morning, September 11, SCE&G provided a site tour of Units 2 & 3 and a majority of the lay down areas. All of the Bechtel team members on site took this tour. On Friday afternoon, members of the Bechtel Assessment team began to review the hard copy documents placed in the Reading Room.
Work Activities Planned This Week (September 14-18)	
2.	<p>2.1 General</p> <ul style="list-style-type: none"> Complete badging for Bechtel Assessment team members. Scheduled breakout meetings with WEC and CB&I personnel on Tuesday (September 15), Wednesday (September 16), and Thursday (September 17) from 1-4 pm to discuss <ul style="list-style-type: none"> Quantity Curves Craft Staffing Curves % Complete Curve Schedule – Critical Paths Quality Issues Modules Follow-up meetings will be scheduled as needed.
2.2	<p>Project Management</p> <ul style="list-style-type: none"> Carl Rau and Dick Miller have requested to have singular interviews with the following people on Wednesday, September 16: Steve Byrne, Jeff Archie (in Japan all week), Ron Jones, Alan Torres, Carlette Walker, and Carl Churchman. Continue review of documents in Reading Room
2.3	<p>Construction</p> <ul style="list-style-type: none"> Perform direct observation of site activities Jobsite and area walk downs with senior construction personnel responsible for work areas

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	<ul style="list-style-type: none"> Review of on-site fabrication activities of modules Review of indirects with responsible superintendent Review of construction equipment with responsible superintendent Overview of the safety program including the successes and challenges Overview of the Quality Control program and activities Overview of the Work Package process and Document Control Review of constructability review program with responsible manager Attend the following meetings <ul style="list-style-type: none"> - POD - 9-10 am - Area Schedule Review - Thurs 1-3 pm - Module meeting with Customer - Tues 11-12 pm - OCC & Site laydown plan - Wed 12-1 pm - Safety meeting - Individual Area Schedule Review meetings • Review documents in reading room • Conduct internal discussions on comparisons of VCS against Bechtel historical information on unit rates, schedule durations, quantities, manpower, etc • Review welding activities, quantities and manpower required
2.4	<p>Engineering and Licensing</p> <ul style="list-style-type: none"> • Continue review of documents in Reading Room • Participate in breakout meetings described in Item 2.1. Schedule follow-up meetings as needed • Attend CB&I/WEC Engineering Issues Meeting (0700) • Meetings are being scheduled with WEC, CB&I, and SCE&G lead engineering personnel • Followup meeting scheduled with Brian McInlyre, WEC Licensing, at 8 am on Tuesday, September 15 • Meeting with April Rice, SCE&G Licensing, is scheduled for Tuesday, September 15, at 4:30 pm
2.5	<p>Procurement</p> <ul style="list-style-type: none"> • Continue review of documents in Reading Room • Meetings are being scheduled with CB&I Procurement at the corporate level followed by the site team • Meetings are being scheduled with Westinghouse's Procurement organization • Attend the following meetings <ul style="list-style-type: none"> - POD - 9-10 am - Area Schedule Review - Thru 1-3 pm - Module meeting with Customer - Tues 11-12 pm - OCC & Site laydown plan - Wed 12-1 pm

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	<ul style="list-style-type: none">• Participate in schedule reviews with Bechtel Team• Module Plan – Determine focus of review and where potentially the Bechtel team needs to go
2.6	<p>Project Controls</p> <ul style="list-style-type: none">• Continue review of documents in Reading Room.• Participate in breakout meetings described in Item 2.1. Schedule follow-up meetings as needed• Develop sustained rate comparison evaluation tables against Bechtel historical data• Begin critical path evaluations• Begin productivity evaluations against Bechtel historical projects.

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Bechtel Weekly Report
V.C. Summer Units 2 & 3 Completion Assessment
Week Ending September 18, 2015

1. Project Management

Activities Performed Last Week (September 14-18)

- Four (of the nine) Bechtel personnel on the assessment team completed in-processing and received their Unit 1 badges. Four others were notified that their training was complete so they could be badged when they were available.
- Carl Rau and Dick Miller completed interviews with Ron Jones (VP-New Nuclear Operations and Owner's Project Director), Alan Torres (General Manager-Nuclear Plant Construction), and Carl Churchman (Consortium Project Director).
- September 17 - Bechtel (Steve Routh and Dick Miller) were invited and attended the Monthly Project Status Meeting.
- September 18 - Attended Consortium POD meeting.

Activities Planned This Week (September 21-25)

- Work with Jason Brown of WEC to identify what remaining document requests will be filed this week. Documents provided after this week may be too late to be considered in the Bechtel assessment.
- Complete Unit 1 badging for remaining Bechtel team members.
- Obtain CB&I badges for Bechtel team members.
- Conduct interviews with Carlette Walker (SCE&G VP - Nuclear Financial Administration), Jeffrey Archie (SVP-SCANA and CNO-SCE&G), and Stephen Byrne (EVP-SCANA and COO-SCE&G & President-General).
- Attend various team and Consortium meetings.
- Tour site construction areas.

2. Construction

Activities Performed Last Week (September 14-18)

- Reviewed Reading Room material including contract, quantity and manpower curves. September 9 Consortium presentation package, module drawings, etc.
- September 16 - Met with Bill Wood and JJ White and had a general discussion of project including nonmanual staffing, manual skill level and difficulties recruiting skilled crafts, and laid out plans for our walkdowns and interviews.
- September 14 - Toured laydown with SCE&G
- September 15 - Attended SCE&G module meeting
- September 15 - Attended Consortium Engineering overview presentation
- September 15 - Participated in Consortium Project Controls presentation on quantity curves, manpower, earned percent complete, and critical path
- September 15, 17, 18 - Attended POD meetings
- September 16 - Met with Consortium Procurement and discussed procurement issues including laydown and warehouse issues, pipe holds and changes, organization
- September 16 - Participated in Consortium Quality review of project with Dave Jantora
- September 17 - Toured the Unit 2 Nuclear Island and discussed issues with Bob Johnson and Andrew Fleetwood
- September 17 - Toured the Module Assembly Building operation with Bill Schaffer and staff
- September 18 - Toured the Turbine Building area with Scotty Holland and discussed issues impacting work
- September 18 - Met with Indirect Superintendent Terry Bolton and reviewed indirect program

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Activities Planned This Week (September 21-25)

- Review new material as it is posted to the Reading Room
- Attend Plan of the Day meetings
- Attend September 21 Safety meeting
- Discuss welding program with Mani Pietre
- Attend September 21 meeting with Consortium on modules
- Attend September 23 meeting with Consortium on QC program, including a detailed review of what the civil QC inspector does when inspecting a slab for concrete placement
- Review Document Control Program, specifically how drawings are given to craftsmen and revisions tracked in the field
- Review Work Package Program
- Review Constructability Program
- Conduct further review of Unit 2 Nuclear Island
- Perform detailed review of Unit 2 containment schedule
- Conduct internal discussions on comparisons of VCS against Bechtel historical information on unit rates, schedule durations, quantities, manpower, etc.

3. Engineering and Licensing

Activities Performed Last Week (September 14-18)

- Reviewed electronic and Reading Room material including engineering and licensing procedures, licensing schedules, contract, September 9 Consortium presentation package, module drawings, etc
- September 14 – Attended Consortium Licensing overview presentation
- September 15 – Attended Consortium Engineering overview presentation
- September 15 – Attended Consortium Project Controls presentation
- September 15 – Met with April Rice of SCE&G to discuss general licensing issues and processes
- September 16 – Attended Consortium Procurement presentation
- September 16 – Participated in Consortium Quality review of project with Dave Jantosik
- September 16, 17 – Attended POD meetings
- Participated in external schedule discussions on comparisons of VCS against Bechtel historical information

Activities Planned This Week (September 21-25)

- Review new material as it is posted to the Reading Room
- Attend POD meetings
- Meet with Brad Stokes and other SCE&G Engineering personnel
- Attend September 21 meeting with Consortium on modules
- Attend September 22 meeting with CB&I Engineering
- Schedule visits to CB&I-Charlotte and WEC-Cranbury
- Meet with Consortium Engineering personnel to discuss piping re-design effort and electrical support design
- Obtain and evaluate metrics on E&DCRs and N&Ds
- Review schedules for LARs and ITAAC closure
- Provide Engineering and Licensing schedule input to Bechtel Project Controls

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4. Procurement

Activities Performed Last Week (September 14-18)

- Reviewed electronic and Reading Room material
- September 15, 17 – Attended POD meetings
- September 16 – Participated in Consortium Quality review of project with Dave Jantosik
- September 16 – Met with Consortium site and corporate Procurement management personnel
- September 17 – Participated in walkdown of Unit 2 containment and adjacent areas
- September 17 – Attended Area Schedule Review meeting

Activities Planned This Week (September 21-25)

- Continue review of documents in Reading Room as they are submitted
- Conduct additional meetings with CB&I Site Procurement to discuss data and process
- Conduct walkdown of site warehouses and laydown yards
- Schedule further discussion with WEC Procurement
- Attend POD meetings
- Attend September 21 meeting with Consortium on modules
- Discuss need for site visits to module fabricator(s) and schedule

5. Project Controls

Activities Performed Last Week (September 14-18)

- Reviewed electronic and Reading Room material
- Compared current planned construction sustained rates to Bechtel historicals
- Developed Bechtel Version Level 2 schedule with additional detail within the key critical areas
- Prepared a high level schedule milestone comparisons chart
- Prepared initial productivity analysis for internal team reviews
- September 15 – Attended Consortium Engineering overview presentation
- September 15 – Attended Consortium Project Controls presentation
- September 16 – Attended Consortium Procurement presentation

Activities Planned This Week (September 21-25)

- Continue review of documents in Reading Room as they are submitted
- Schedule meetings with meetings with Abney Smith Jr and Michele Stephens
- Continue critical path evaluations
- Start schedule probability assessment within P6 through use of PAR software
- Review and finalize sustained rate comparison tables
- Finalize Bechtel version L2 schedule for analysis reference
- Create first revised schedule duration evaluation which considers current productivity impacts projected into the future
- Create copy of the P6 Construction file with all hard constraints removed for future variation analysis

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Bechtel Weekly Report
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1. Project Management

Activities Performed Last Week (September 21-25)

- All Bechtel personnel are now badged.
- Carl Rau and Dick Miller conducted interviews with Steve Byma (COO & SVP), Jeff Archie (CNO & SVP), and Carlette Walker (VP Nuclear Financial Administration).
- Attended various team and Consortium meetings.

Activities Planned This Week (September 28-October 2)

- Work with Jason Brown of WEC to obtain the remaining documents requested.
- Interview Santee Cooper personnel.
- Meet with Bechtel assessment team members to review initial observations and recommendations.
- Attend various team and Consortium meetings.
- Tour site construction areas.
- Prepare sections of Bechtel assessment report.

2. Construction

Activities Performed Last Week (September 21-25)

- Reviewed Reading Room material.
- September 21 – Attended weekly superintendent safety meeting.
- September 21 – Met with Consortium personnel to discuss modules status and issues with deliveries and engineering.
- September 21 – Met with SCE&G Quality Manager to discuss client audits of CB&I quality.
- September 22 – Toured inside containment.
- September 22 – Attended the daily C20 Auxiliary Building and Containment 2 Superintendent/field engineer schedule meeting.
- September 23 – Toured the shield building.
- September 23 – Met with CB&I Quality Control Manager to discuss organization and responsibilities.
- September 23 – Met with Consortium personnel to review the containment vessel schedule.
- September 24 – Met with CB&I Strategic Planning and Mechanical/Electrical Work Manager to discuss his group's efforts and review work package approach.
- September 24 – Met with Consortium Civil Work Package and Document Control personnel and reviewed the Annex Building civil work package and document control organization.
- September 24 – Met with Consortium project controls personnel to review the Unit 2 containment vessel schedule.
- September 25 – Attended the videoconference with WEC home office and site engineering personnel.

Activities Planned This Week (September 28-October 2)

- Review new material as it is posted to the Reading Room.
- Attend Plan of the Day meetings.
- Hold meeting with CB&I Electrical superintendent to better understand electrical packages.
- Hold meeting with Consortium Advanced Constructability Personnel to better understand Containment 2 civil work.

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- Hold meeting with Consortium personnel to discuss electrical quantities and electrical support designs
- Hold meeting with CB&I personnel to understand discipline superintendent roles
- Attend September 26 follow-up meeting with WEC home office and site engineering personnel
- Meet with Consortium Strategic Planning personnel to discuss work packages for piping and electrical on September 29
- Meet with Consortium personnel to discuss startup plan, schedule, component test matrix, etc. on September 30
- Perform detailed review of containment, auxiliary building, and turbine building schedules
- Conduct internal discussions on comparisons of VC Summer against Bechtel historical information on unit sales, schedule durations, quantities, manpower, etc.
- Prepare sections of Bechtel assessment report

3. Engineering and Licensing

Activities Performed Last Week (September 21-25)

- Reviewed new material as it is posted to the Reading Room
- Attended POD meetings on September 22 and 24
- September 21 – Attended meeting with Consortium on modules
- September 22 – Attended meeting with CB&I Engineering
- September 23 – Attended meeting with Consortium on Strategic Planning
- September 24 – Attended meeting on Work Package Development and Document Control
- September 25 – Held videoconference with WEC Home Office (Cranberry, PA) and site engineering personnel to discuss to-go Engineering and engineering changes
- Reviewed limited available metrics on E&DCRs and N&Ds
- Provided Engineering and Licensing schedule input to Bechtel Project Controls

Activities Planned This Week (September 28-October 2)

- Continue review of documents in Reading Room as they are submitted
- Attend September 29 and October 1 POD meetings (focus is engineering)
- Attend September 28 meeting with WEC Engineering to address to-go work (follow-up to September 25 videoconference)
- Attend September 30 meeting with Brad Stokes and other SCE&G Engineering personnel
- Hold follow-up meeting with CB&I Engineering
- Hold follow-up meeting with CB&I Licensing
- Hold follow-up meeting with SCE&G Licensing
- Meet with Consortium Engineering personnel to discuss piping re-design effort
- Meet with Consortium personnel to discuss electrical quantities and electrical support designs
- Obtain and evaluate metrics on E&DCRs and N&Ds
- Review schedules for LARs and ITAAC closure
- Review representative ITAAC closure packages
- Provide Engineering and Licensing schedule input to Bechtel Project Controls
- Prepare sections of Bechtel assessment report

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**Bechtel Weekly Report
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4. Procurement

Activities Performed Last Week (September 21-25)

- Reviewed Reading Room material
- Conducted meetings with CB&I Site Procurement to discuss data, process, and reports
- Conducted walkdown of site warehouses and laydown yards
- September 21 – Attended meeting with Consortium on modules
- September 25 – Attended videoconference with WEC home office and site engineering

Activities Planned This Week (September 28-October 2)

- Continue review of documents in Reading Room as they are submitted
- Conduct meeting with CB&I Charlotte and Site Procurement personnel (Consortium to schedule)
- Attend September 28 follow-up meeting with WEC home office and site engineering personnel
- Prepare sections of Bechtel assessment report

5. Project Controls

Activities Performed Last Week (September 21-25)

- Reviewed Reading Room material
- Completed the project's baseline version Level 2 schedule with additional detail within the key critical areas
- Created first version of Bechtel revised schedule forecast
- Created baseline bulk installation curves based upon current Consortium forecast
- Downloaded and reviewed the engineering/procurement P6 milestones file
- September 22 – Attended Consortium Containment schedule overview
- September 24 – Attended Consortium Auxiliary Building and Turbine Building schedule overview

Activities Planned This Week (September 28-October 2)

- Continue review of documents in Reading Room as they are submitted
- Create revised Bechtel forecasted critical path for evaluation
- Create Basis and Assumptions file for Bechtel forecasts
- Create multiple forecasts based upon productivity analysis
- Finalize Bechtel version of Level 2 schedule for analysis reference
- Create revised bulk and manpower curves based upon Bechtel forecasts
- Create Unit 3 Level 2 schedule
- Create combined Unit 2 and 3 craft manpower curves
- Prepare sections of Bechtel assessment report

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Bechtel Weekly Report
V.C. Summer Units 2 & 3 Completion Assessment
Week Ending October 2, 2015

1. Project Management

Activities Performed Last Week (September 28-October 2)

- Continued with interviews of Owner Personnel
- Attended various schedule, work planning, and startup meetings with Consortium members
- Continued data validation of transmitted project documents
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 5-9)

- Interview Santee Cooper personnel
- Meet with Bechtel assessment team members to review initial observations and recommendations
- Attend various team and Consortium meetings
- Tour site construction areas
- Prepare additional observations and recommendations
- Continue to prepare sections of Bechtel assessment report

2. Construction

Activities Performed Last Week (September 28-October 2)

- Reviewed Reading Room material
- September 28 – Met with CB&I Strategic Planning Group to discuss work packaging
- September 29 – Met with CB&I Electrical Field Superintendent to review extremely dense and complex electrical raceway and hangers in containment
- September 29 – Met CB&I Advanced Constructability program to understand group responsibilities
- September 30 – Observed Work Package distribution from the Document Control Center for Unit 2 Nuclear Island at start of shift
- September 30 and October 1 – Met CB&I Startup personnel to review startup program and area and system turnovers from construction
- October 1 – Met with CB&I Modules Procurement Manager to review program for module procurement
- October 1 – Met with CB&I Shield Wall Manager to review erection of shield wall and roof
- October 1 – Toured Unit 2 containment and auxiliary buildings and Unit 3 condenser assembly area
- Conducted internal discussions on comparisons of VC Summer against Bechtel historical information on unit rates, schedule durations, quantities, manpower, etc.
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 5-9)

- Review new material as it is posted to the Reading Room
- Attend Plan of the Day meetings
- Attend Safety Meeting
- Meet with CB&I Labor Relations to discuss recruitment and training of crafts
- Meet with CB&I Welding Engineering to discuss welding program
- Meet with CB&I Field Engineering to discuss work packaging
- Conduct internal discussions on comparisons of VC Summer against Bechtel historical information on

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- unit rates, schedule durations, quantities, manpower, etc.
- Prepare additional observations and recommendations
- Continue to prepare sections of Bechtel assessment report

3. Engineering and Licensing

Activities Performed Last Week (September 28-October 2)

- Reviewed new material as it is posted to the Reading Room.
- September 28 – Conducted follow-up conference call with WEC Cranberry Engineering.
- September 29 – Attended meeting with CB&I Strategic Planning Group to discuss work packaging.
- September 29 – Attended meeting with CB&I Electrical Field Superintendent.
- September 29 – Attended meeting CB&I Advanced Constructability program.
- September 30 and October 1 – Attended meeting with CB&I Startup personnel to review startup program.
- September 30 – Met with Brad Stokes, SCE&G General Manager, Engineering Services.
- October 1 – Met with Consortium Project Controls to review WEC Engineering schedule.
- Provided Engineering and Licensing schedule input to Bechtel Project Controls.
- Prepared observations and recommendations.
- Prepared sections of Bechtel assessment report.

Activities Planned This Week (October 5-9)

- Continue review of documents in Reading Room as they are submitted.
- Perform follow-up interviews with Consortium and SCE&G personnel as needed.
- Evaluate metrics on E&DCRs and N&Ds.
- Review schedules for LARs and ITAAC closure.
- Review representative ITAAC closure packages.
- Provide Engineering and Licensing schedule input to Bechtel Project Controls.
- Prepare additional observations and recommendations.
- Continue to prepare sections of Bechtel assessment report.

4. Procurement

Activities Performed Last Week (September 28-October 2)

- Reviewed Reading Room material.
- September 29 – Conducted follow-up meetings with CB&I Site Procurement to discuss data and reports on field procurement activity.
- September 2 – Attended meeting with CB&I on work packages.
- September 30 – Attended meeting with CB&I 1X4 Procurement Manager.
- October 1 – Attended meeting with CB&I Modules Procurement Manager.
- Reviewed ROYG Procurement Report.
- October 1 – Met with WEC to discuss ROYG reports and requested different sorts of reports.
- Prepared observations and recommendations.
- Prepared sections of Bechtel assessment report.

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Week Ending October 2, 2015

Activities Planned This Week (October 5-9)

- Continue review of documents in Reading Room as they are submitted
- Continue to analyze the ROYG report, interface with Project Controls on schedule
- Hold follow-up meetings as required with CB&I & WEC Procurement
- Prepare additional observations and recommendations
- Continue to prepare sections of Bechtel assessment report

5. Project Controls

Activities Performed Last Week (September 28-October 2)

- Reviewed Reading Room material
- Created revised Bechtel forecasted Unit 2 critical path for evaluation
- Created bases and assumptions file for Bechtel forecasts
- Evaluated multiple forecasts based upon productivity analysis
- Finalized Bechtel version of Level 2 schedule for analysis reference
- Created revised bulk and manpower curves based upon Bechtel forecasts
- Created Unit 3 Level 2 schedule
- Created combined Unit 2 and 3 craft manpower curves
- Conducted internal review of preliminary schedule package and incorporated comments
- September 30 – Attended Consortium commodity installation and manpower curves review
- October 1 – Attended WEC Engineering schedule review
- Prepared initial observations and recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 5-9)

- Continue review of documents in Reading Room as they are submitted
- Update bases and assumptions file for Bechtel forecasts for Unit 3
- Finalize Bechtel version of Level 2 Unit 3 schedule.
- Analyze Unit 2 and 3 bulk curves for stagger between units
- Finalize combined Unit 2 and 3 craft manpower curves
- Continue to prepare sections of Bechtel assessment report
- Finalize schedule package for internal management review
- Prepare additional observations and recommendations
- Continue to prepare sections of Bechtel assessment report

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Bechtel Weekly Report
V.C. Summer Units 2 & 3 Completion Assessment
Week Ending October 9, 2015

1. Project Management

Activities Performed Last Week (October 5-9)

- October 9 – Met with CB&I Functional Operations Manager in Charlotte
- Reviewed draft schedule, quantities, and sustained rates developed by Bechtel Project Controls
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 12-16)

- Interview Santee Cooper personnel
- Finalize observations and recommendations
- Finalize sections of Bechtel assessment report
- Meet with Bechtel assessment team members to review draft report sections, observations and recommendations
- Complete preparation of Bechtel draft report

2. Construction

Activities Performed Last Week (October 5-9)

- Reviewed Reading Room material
- October 7 – Attended Plan of the Day meeting
- October 7 – Met with CB&I Lead Welding Engineer to discuss welding program
- October 7 – Met with CB&I Human Resources Director to discuss non-manual turnover
- October 7 – Met with CB&I Project Director to review some initial observations of construction effort
- October 9 – Met with CB&I Industrial Relations Director to discuss recruiting of crafts
- Conducted internal discussions on comparisons of VC Summer against Bechtel historical information on unit rates, schedule durations, quantities, manpower, etc.
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 12-16)

- Review new material as it is posted to the Reading Room
- Attend Plan of the Day meetings
- Visit Craft Training trailer
- Meet with CB&I Work Package planning personnel discuss work packaging, expected problems with electrical installations
- Conduct internal discussions on comparisons of VC Summer against Bechtel historical information on unit rates, schedule durations, quantities, manpower, etc.
- Finalize observations and recommendations
- Finalize sections of Bechtel assessment report

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Bechtel Weekly Report
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Week Ending October 9, 2015

3. Engineering and Licensing

Activities Performed Last Week (October 5-9)

- Reviewed new material as it is posted to the Reading Room
- Provided Engineering and Licensing schedule input to Bechtel Project Controls
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 12-16)

- Continue review of documents in Reading Room as they are submitted
- Perform follow-up interviews with Consortium and SCE&G personnel as needed
- Finalize observations and recommendations
- Finalize sections of Bechtel assessment report

4. Procurement

Activities Performed Last Week (October 5-9)

- Reviewed Reading Room material
- October 7 – Conducted follow-up meetings with CB&I Site Procurement to discuss data and reports on field procurement activity
- Reviewed ROYG Procurement Report
- October 7, 8, 9 – Met with WEC Deputy Project Manager to discuss ROYG reports and requested different sorts of the ROYG report
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 12-16)

- Finalize observations and recommendations
- Finalize input to Bechtel assessment report

5. Project Controls

Activities Performed Last Week (October 5-9)

- Reviewed Reading Room material
- Developed internal schedule package for review
- Updated bases and assumptions to include Unit 3 addition to Level 2 schedule
- Finalized Bechtel version of Level 2 schedule for analysis reference including Unit 3 forecasts
- Conducted internal "Team Meeting" review and incorporated comments into overall schedule package
- Decided on the separation duration between Unit 2 and 3 completion dates
- Finalized Units 2 and 3 manpower curves
- Created Unit 2 percent complete curves based on Bechtel forecast
- October 9 – Met with CB&I Functional Operations Manager in Charlotte

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**Bechtel Weekly Report
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- Created additional Observations and Recommendations
- Prepared sections of Bechtel assessment report

Activities Planned This Week (October 12-16)

- Continue to review documents in Reading Room as they are submitted
- Finalize Bechtel version of Level 2 Unit 3 schedule
- Finalize observations and recommendations
- Finalize sections of Bechtel assessment report

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Bechtel Weekly Report
V.C. Summer Units 2 &3 Completion Assessment
Week Ending October 16, 2015

1. Project Management

Activities Performed Last Week (October 12-16)

- October 16 – Met with SCE&G CEO
- Reviewed draft schedule quantities and sustained rates developed by Bechtel Project Controls
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report
- Prepared presentation to SCE&G and Santee Cooper executive management

Activities Planned This Week (October 19-23)

- October 22 – Presentation to SCE&G and Santee Cooper executive management
- Finalize observations and recommendations
- Finalize sections of Bechtel assessment report

2. Construction

Activities Performed Last Week (October 12-16)

- October 13, 15 – Attended Plan of the Day meeting
- October 13 – Met with CB&I work planning group to discuss electrical and pipe hanger installation challenges
- October 13 – Met with CB&I training manager to discuss program and capabilities of the onsite training facility and staff
- October 14 – Performed field walkdown
- Conducted internal discussions on comparisons of VC Summer against Bechtel historical information on unit rates, schedule durations, quantities, manpower, etc
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report
- Prepared input for presentation to SCE&G and Santee Cooper executive management

Activities Planned This Week (October 19-23)

- Conduct internal discussions on comparisons of VC Summer against Bechtel historical information on unit rates, schedule durations, quantities, manpower, etc
- Finalize observations and recommendations
- Finalize sections of Bechtel assessment report

3. Engineering and Licensing

Activities Performed Last Week (October 12-16)

- October 14 – Performed field walkdown
- Reviewed new material posted to the Reading Room
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report
- Prepared input for presentation to SCE&G and Santee Cooper executive management

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pursuant to S.C. Const. Art. IV, sec. 17, and S.C. Code Ann. 1-3-10

Bechtel Weekly Report
V.C. Summer Units 2 & 3 Completion Assessment
Week Ending October 16, 2015

Activities Planned This Week (October 19-23)

- Finalize observations and recommendations.
- Finalize sections of Bechtel assessment report.

4. Procurement

Activities Performed Last Week (October 12-16)

- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report
- Prepared input for presentation to SCE&G and Santee Cooper executive management

Activities Planned This Week (October 19-23)

- Finalize observations and recommendations
- Finalize input to Bechtel assessment report

5. Project Controls

Activities Performed Last Week (October 12-16)

- Reviewed Reading Room material
- Developed internal schedule package for review
- Prepared observations and recommendations
- Prepared sections of Bechtel assessment report
- Prepared input for presentation to SCE&G and Santee Cooper executive management

Activities Planned This Week (October 19-23)

- Finalize observations and recommendations
- Finalize sections of Bechtel assessment report